

2003

The
City of San Antonio

&

San Antonio, Inc.
An Economic Collaborative

*A Dialogue on our Economy's
Future*

San Antonio, Inc.

Executive Board



Alamo Area Council of Governments

Alamo City Chamber of Commerce

Alamo Community College District

Alamo Workforce Development

Bexar County

City of San Antonio

City Public Service

Greater San Antonio Chamber of Commerce

North San Antonio Chamber of Commerce

San Antonio Economic Development Foundation

San Antonio Hispanic Chamber of Commerce

San Antonio Water System

South San Antonio Chamber of Commerce

UTSA Institute for Economic Development



Directors/Resource Tier:
65 Public & Private Sector
Economic Development Partners

S.A. Inc.

San Antonio, Inc. – A Community's Economic Collaborative

INTRODUCTION

As part of the San Antonio, Inc. reporting and accountability process, tracking sheets for all 43 strategies outlined in the *Strategic Plan for Enhanced Economic Development* (May, 2001) have been prepared in a format approved by the SA Inc. Executive Board. These updates include six additional strategies from the *Mayor's Blue Ribbon Commission Report* (April, 2002) and two additional strategies currently under development by the Executive Board.

I want to thank all of the lead entity contacts from the various San Antonio, Inc. partners who helped prepare these updates. An index of strategies, lead entities, and tracking sheet page numbers appears on the next page. A few caveats for those reading this report:

- 1) The tracking sheets represent the most recent update from each lead entity. Many of the tracking sheets contain references to detailed action steps and initiatives to implement the strategies, the specific details of which may merit additional review and consideration by the San Antonio, Inc. Executive Board, Board of Governors, and the San Antonio City Council. Information contained in each tracking sheet is provided by the lead entity for that strategy, and does not necessarily reflect official policy or opinions of the other SA Inc. partners.
- 2) In several instances, the lead entity has revised the wording of the strategies to be more accurate or in some cases to narrow or broaden the intent of the strategy. Because these strategies were originally approved by City Council action, these changes can only become official upon approval by the SA Inc. Executive Board and City Council. The recommended changes to date have been summarized in Attachment I. These changes, and any others that may result from recommendations developed at the February 25 Economic Roundtable, will be presented to City Council for final approval.
- 3) These tracking sheets are maintained as a "living document" with regular updates (at least semi-annually) from the lead entities. The tracking sheets are available on-line and by e-mail or hard copy. In the electronic versions, the imbedded web-links are active.
- 4) Most of the tracking sheets contain a high level of detail on action steps and at least some results-oriented output measures. In a few instances, the lead entities are continuing to work to refine their strategies and will provide additional detail in future updates.

Victor M. Boyer
Economic Development Coordinator – SA, Inc.
City of San Antonio



2003 San Antonio, Inc. Economic Roundtable

Strategic Plan for Enhanced Economic Development Strategies and Lead Entities

Strategy and Number

- 1.1 (1) - UTSA flagship status (Tier I Doctoral/Research Extensive Status)
- 1.1 (2) - Secure comprehensive Texas A&M University System Campus (South SA)
- 1.1 (3) - Education programs to grow and sustain targeted driver industries
- 1.1 (4) - Implement November 2000 Aviation Industry Strategic Plan
- 1.1 (5) - Implement San Antonio Technology Accelerator Initiative (SATAI) plans
- 1.1 (6) - Establish a Biotechnology Initiative Center at UTSA
- 1.1 (7) - Implement logistics/transportation industry action plans
- 1.1 (8) - Position SA as a top 5 leisure-visitor/corporate meetings destination
- 1.1 (9) - Prepare for 2005 round of Base Closure and Realignment (BRAC)
- 1.1 (10) - Market SA's technology industry assets internationally
- 1.1 (11) - Position SA as a Center for Homeland Security Solutions
- 1.2 (1) - Implement the Inland Port San Antonio initiative
- 1.2 (2) - Leading medical research/treatment center in South Texas
- 1.2 (4) - Capitalize on cross-border trucking initiative with Mexico
- 1.3(1) - Market SA to grow and diversify the City's economy; incentives
- 1.3(2) - Establish proactive process for retention/expansion of key employers
- 2.1(1) - Establish Development & Business Services Center; streamline processes
- 2.1 (2) - Implement the new Unified Development Code (UDC)
- 2.2 (1) - Support programs that align education system with employers needs
- 2.2 (2) - Align workforce development programs with targeted industries
- 2.2 (3) - Stronger partnership - industries and workforce programs
- 2.2 (5) - Infrastructure (water, transportation, energy, etc.) to support targeted industry
- 3.1 (1) - Eliminate barriers to ensure fair competition in government contracts
- 3.1 (2) - Educate small businesses to participate in the new economy
- 3.1 (3) - Include small businesses in development of targeted driver industries
- 3.1 (4) - Educate targeted driver industries on benefits of small business utilization
- 3.1 (5) - Assess City's Small, Minority & Women-Owned Business Program
- 3.1 (6) - Enhance access to capital and credit for small businesses
- 3.1 (7) - Create new high school entrepreneurial curriculum
- 3.2 (1) - Implement KellyUSA Initial Base Adjustment Strategic Plan
- 3.2 (2) - Leverage assets of San Antonio's research & education institutions
- 3.2 (3) - Continue San Antonio River Channel Improvements Project
- 3.2 (4) - Continue implementation of Downtown Strategic Plan
- 3.2 (5) - Neighborhood Commercial Revitalization (NCR) programs
- 3.2 (6) - Federal Empowerment, State Enterprise, and Defense Zones
- 3.2 (7) - Finalize and implement strategy for Brooks City-Base
- 3.2 (8) - Identify social issues that may be addressed as business opportunities
- 3.2 (9) - Increase income by reducing degree of high-cost residential lending
- 4.1 (1) - Establish San Antonio, Inc. and formalize structure
- 4.1 (2) - Accountability system for Strategic Plan
- 4.2 (1) - Measure, evaluate, and report economic development results
- 4.2 (2) - Conduct annual Economic Roundtable to address initiatives
- 4.2 (3) - Make adjustments to existing and new strategies when indicated

Lead Entity & Tracking Sheet Page

- University of Texas at San Antonio (1)
- Texas A&M University System (3)
- Alamo Community College District (5)
- COSA-Economic Development and Aviation Dept's. (7)
- San Antonio Technology Accelerator Initiative (9)
- University of Texas at San Antonio (10)
- Free Trade Alliance (11)
- COSA-Convention & Visitors Bureau (13)
- COSA-Economic Development Department (14)
- COSA-International Affairs Department (16)
- COSA-Mayor's Office (17)
- Free Trade Alliance (18)
- University of Texas Health Science Center at S.A. (20)
- Free Trade Alliance (25)
- San Antonio Economic Development Foundation (26)
- City Public Service (28)
- COSA-Development Services Department (29)
- COSA-Development Services Department (31)
- COSA-Mayor's Office (32)
- Alamo Workforce Development (33)
- COSA-Mayor's Office and EDD (34)
- Greater Chamber & SAMCO, Inc. (35)
- Alamo Chamber & Hispanic Chamber (40)
- UTSA-Small Business Development Center (41)
- North San Antonio Chamber (43)
- Hispanic Chamber (44)
- COSA-Economic Development Department (45)
- COSA-Economic Development Department (46)
- Lead entity to be determined (47)
- Greater Kelly Development Authority (48)
- San Antonio Technology Accelerator Initiative (49)
- San Antonio River Authority (50)
- COSA-Economic Development Department (51)
- COSA-Neighborhood Action Department (52)
- COSA-Economic Development Department (53)
- Brooks Development Authority (54)
- COSA-Economic Development Department (56)
- COSA-Community Initiatives Department (57)
- COSA-Economic Development Department (58)
- SA Inc. Executive Board (59)
- SA Inc. Executive Board (60)
- SA Inc. Executive Board (61)
- SA Inc. Executive Board (62)

Footnotes:

1.1(9), 1.1(10), 1.1(11), 3.1(6), 3.1(7), and 3.2(9) Additional (new) strategies derived from the Mayor's Blue Ribbon Commission process

1.3(1) and 1.3(2) Proposed new strategies under development by the SA, Inc. Executive Board

1.2(3) & 2.2(4) Have been recommended for merger with Strategies 1.1(7) and 1.1(5) respectively.

*All recommended changes are subject to final approval by City Council.

SAN ANTONIO, INC - STRATEGY UPDATE

Goal 1: Generate more & better jobs for all.

Objective 1.1: Leverage San Antonio's targeted driver industries.

Strategy 1.1(1): Secure flagship status (i.e. Tier I Doctoral/Research Extensive Status) for the University of Texas at San Antonio.

Strategies and Entities:	Key Strategy Components/Initiatives – Current Status:	Upcoming Action Steps:	Desired Outcome/Results:
<p><u>Secure flagship status (i.e. Tier I Doctoral/Research Extensive Status) for the University of Texas at San Antonio.</u></p> <p>UTSA (lead entity) Chambers of Commerce COSA–EDD COSA–External Affairs State Legislative Delegation UTHSCSA</p> <p><i>Links for Additional Information:</i></p> <p><u>Biotech Center Brochure</u> <u>CIAS Flyer</u> <u>UTSA – CIAS Website</u> <u>UTSA – Press Releases</u></p>	<p>1) <u>Tier I Doctoral/Research Extensive Status</u> – National standards suggest annual graduation of 50 doctoral candidates and \$15 million in total research expenditures to achieve Tier I status. The first Ph.D. programs at UTSA were initiated in 1994 and the first graduates are now emerging. Eight (8) doctoral candidates graduated during the last full academic year.</p>	<p>- Sixteen (16) new doctoral programs are currently under development including 10 Ph.D. programs for the new Life Sciences Institute.</p>	<p>- Certification as a Tier I Doctoral/Research Extensive institution will enable UTSA to compete for additional federal research dollars and become a stronger economic engine for our community.</p>
	<p>2) <u>New Doctoral and Research Programs</u> – UT Regents have approved a joint masters/doctoral program in biomedical engineering to be offered jointly by UTSA and the UTHSCSA to be offered in Fall 2003. New doctoral programs in Electrical Engineering and English started Fall 2002.</p>	<p>- Secure final approval of the biomedical engineering doctoral program from the Texas Higher Education Coordinating Board in January 2003. This will increase UTSA's total doctoral degree programs to eight (8).</p>	<p>- Current goals are for UTSA to become a doctoral/research intensive institution (20 doctoral graduates per year) by 2005 and a doctoral/research extensive institution (50 degrees in 15 disciplines) by 2010.</p>
	<p>3) <u>Joint Life Sciences Institute</u> – An effort to establish ten joint doctoral degree programs in Life Sciences (UTSA and UTHSCSA) and recruit world-class faculty. The Institute will link the biological and biomedical resources of the two campuses. The 77th Legislature approved creation of the Institute (SB 728/HB 1716) but no funds were provided.</p>	<p>- Secure \$12.0 million in special funding from the 78th Legislature to support the Institute (2003 Legislative Session).</p>	<p>- Establishment of the ten proposed joint doctoral programs and recruitment of world-class faculty.</p>
	<p>4) <u>UTSA Biotechnology, Sciences, and Engineering Building (BSED)/Biotechnology Initiative</u> – For construction of an \$84 million state-of-the-art Biotechnology, Sciences, and Engineering Building (BSED). \$3.4 million in local matching funds, \$25 million in tuition reimbursement bonds, and \$54 million in PUF fund grants have been secured.</p>	<p>- Secure remaining \$1.6 million for building.</p>	<p>- \$84 million, 221,000 sf facility with 98 faculty offices and 30 labs. - Groundbreaking in Spring 2003. - Completion expected by Jan. 2005.</p>
	<p>5) <u>Center for Infrastructure Assurance & Security (CIAS)</u> – Secure \$10 million from the U.S. Dept. of Defense Appropriations Bill in FY 2004. UTSA was designated as a National Center for Excellence in Information Assurance Security Education by the U.S. National Security Agency (3/02), the only one in Texas.</p>	<p>- Ensure funding is included in the final version of the FY 2004 federal budget. - UTSA is establishing a BS degree in information assurance and security, the only such degree in Texas.</p>	<p>- Establishment of bachelors, masters, and doctoral degree programs at UTSA in information assurance and security, contributing to our national Homeland Security research. Become "Cyber Security Capital" for the United States.</p>

	6) <u>UTSA-Brooks Bioprocessing-Biotechnology Center</u> – Secure \$2.8 million in state/federal funds to convert an existing building into a joint UTSA-military vaccine research lab to support a possible U.S. federal vaccine production facility.	- Seeking \$2.8 million in continued funding for maintenance and operation costs for the joint UTSA/Brooks City-Base lab.	- Open the joint lab at Brooks by 2003 to become an integral component to train and educate personnel in vaccine research and to support the City's effort to secure a federal vaccine production facility.
--	--	---	---

- ✓ **Management Team In Place**
- ✓ **Action Plans Developed**
- ✓ **Initial Funding Obtained**
- ✓ **Implementation Status – Partial/Ongoing (2010)**

Updated 01/27/03

SAN ANTONIO, INC - STRATEGY UPDATE

Goal 1: Generate more & better jobs for all.

Objective 1.1: Leverage San Antonio's targeted driver industries.

Strategy 1.1(2): Secure a comprehensive Texas A&M University System campus in the Southern Sector of San Antonio.

Strategies and Entities:	Key Strategy Components/Initiatives – Current Status:	Upcoming Action Steps:	Desired Outcome/Results:
<p><u>Secure a comprehensive Texas A&M University System campus in the Southern Sector of San Antonio.</u></p> <p>The Texas A&M University System (lead entity) ACCD Bexar Met COSA-EDD COSA-ERD COSA-Mayor's Office Greater SA Chamber Hispanic Chamber SARA SAWS South SA Chamber State Legislative Delegation Texas Agricultural Experiment Station (Texas A&M System)</p> <p><i>Links for Additional Information:</i></p> <p><u>Texas A&M Palo Alto</u></p>	<p>1) <u>Texas A&M University Kingsville System Center – San Antonio</u> Legislative Session of 1999 appropriated funds of \$1.6 million for the Biennium. The Legislative Session of 2002 appropriated funds of \$2.6 million for each year of the biennium. Offers students from the region the opportunity to continue their education past an associate's degree and earn baccalaureate degrees delivered by Texas A&M University Kingsville on the Palo Alto campus.</p>	<p>- Continue efforts under the leadership of Senator Madla to seek appropriations to support the expanded program offerings and operations, to reduce the required enrollment of full time students from 3500 to 2500, and to create a Texas A&M University System campus on the South Side of San Antonio.</p>	<p>- Freestanding campus as described. The System Center is delivering higher education to a traditionally under-served population in San Antonio, South Bexar and surrounding counties.</p>
	<p>2) <u>Four-Year Freestanding Texas A&M University System Campus in the Southern Sector of San Antonio</u> - The Texas Higher Education Coordinating Board's "Pathways Model" requires an institution to achieve a full-time enrollment of 3500 students in order to seek status as a freestanding institution. Senate Bill 576, passed during the last session, reduced the requirement for full-time enrollment to 2500 students for the University of North Texas Center in Southern Dallas. Senator Madla will seek a similar reduction for the proposed A&M System campus in San Antonio. Current enrollment is over 500 students.</p>	<p>- Continue efforts under the leadership of State Senator Madla to seek appropriations to support the expanded program offerings and operations, to reduce the required enrollment of full time students from 3500 to 2500, and to create a Texas A&M University System campus on the South Side of San Antonio.</p>	<p>- Reduction of requirement for full time students from 3500 to 2500.</p>
	<p>3) <u>New Programs</u> - Initial 6 program offerings included criminology, psychology, business management, education-interdisciplinary studies, computer information systems, and bachelor of applied arts and sciences. New program offerings for the Fall 2002 include accounting, agribusiness, child and family studies, English, history, mathematics and kinesiology. Planned programs for the next biennium include sociology, marketing, computer sciences, biology, chemistry, Spanish, political science, communications, the Masters in Elementary Education, and the MBA and MPA programs.</p>	<p>- The addition of other programs will be dictated by student needs and the availability of resources to implement them.</p>	<p>- Establishment of comprehensive range of academic opportunities.</p>
	<p>4) <u>Resident Faculty</u> - There are currently 16 full time tenure track faculty (6 tenure track) in addition to adjunct faculty. Plans are to add five new full time tenure track faculty along with additional adjunct faculty in 2003.</p>	<p>- Continue to expand full time and adjunct faculty, support for services and operations as new program offerings are delivered and student enrollment increases.</p>	<p>- Expansion of faculty, staff and administrative services to meet additional student demand.</p>

	5) <u>Irrigation Technology Center</u> – Secure a world class Irrigation Technology Center in the Southern Sector of San Antonio. Local and federal funds have been utilized to produce a development plan for the ITC. Endorsements have been obtained from local water authorities, key community organizations and government officials at the local, state, and federal levels. Local water authorities have pledged funds to assist with Phase I of the ITC.	A state appropriation to cover unmet operating costs for the next biennium.	Securing state funding that can leverage additional support at the federal level and from private sources to establish a world class Irrigation Technology Center in San Antonio.
--	---	---	---

- ✓ **Management Team In Place**
- ✓ **Action Plans Developed**
- ✓ **Initial Funding Obtained**
- ✓ **Implementation – Ongoing/Long Term**

Updated 01/21/03

SAN ANTONIO, INC - STRATEGY UPDATE

Goal 1: Generate more & better jobs for all.

Objective 1.1: Leverage San Antonio's targeted driver industries.

Strategy 1.1(3): Leverage middle schools, high schools, and higher education institutions to provide programs that develop a future workforce to grow and sustain targeted driver industries.

Strategies and Entities:	Key Strategy Components/Initiatives – Current Status:	Upcoming Action Steps:	Desired Outcome/Results:
<p><u>Leverage middle schools, high schools, and higher education institutions to provide programs that develop a future workforce to grow and sustain targeted driver industries.</u></p> <p>ACCD (lead entity) AACOG AWD Chambers of Commerce ISD's San Antonio EDF Universities</p> <p><i>Links for Additional Information:</i></p> <p>ACCD Web-Site AAAA Web-Site ITSA Web-Site</p>	<p>1) <u>Alamo Area Aerospace Academy (AAAA)</u> – In September 2002, the Alamo Area Aerospace Academy increased its second year enrollment to 127 students. Strong support from the ACCD, City of San Antonio, and 17 area school districts has resulted in the recruitment of 72 new juniors plus a carry over of 55 seniors. This is an increase over the first year of operations which had 120 students. Funding to grow and sustain a quality workforce for the Aerospace industry was procured from the ACCD, City of San Antonio, and participating ISDs. Internships for eligible AAAA students were provided by the local Aerospace industry.</p>	<p>- Recruitment of students for Fall 2003 Semester.</p> <p>- Aerospace companies commit internships.</p> <p>- ACCD Board of Trustees and the City of San Antonio City Council will consider using ACCD-CPS Interlocal Agreement funds for year three (3).</p>	<p>- Create an educational pipeline that produces the next generation of highly skilled aerospace workers.</p> <p>- 150 students enrolled in AAAA.</p> <p>- The AAAA provides an efficient and effective mechanism to allow the aerospace industry to expand in the Alamo area. In the first year twenty-seven (27) job-ready senior students graduated with both a high school diploma and college credits towards the FAA Airframe Structures Certification.</p>
	<p>2) <u>Information Technology Security Academy (ITSA)</u> – In September 2002, the Information Technology Security Academy successfully began its first year of existence, at capacity, with 90 Juniors. In the first year of operations, ACCD and the ITSA industry committee have developed the first year curriculum for information security. Funding to grow and sustain a quality workforce for the Information Technology Security industry was procured from the ACCD, City of San Antonio, and participating ISDs. Internships for eligible ITSA students will be provided by the local information technology security industry.</p>	<p>- Recruitment of students for Fall 2003 Semester.</p> <p>- Information security industry/companies commit internships.</p> <p>- UTSA Articulation Agreement developed.</p> <p>- ACCD Board of Trustees and the City of San Antonio City Council will consider using ACCD-CPS Interlocal Agreement funds for year three (3).</p>	<p>- Create an educational pipeline that produces the next generation of highly skilled information technology assurance workers. 90 Juniors enrolled in first year.</p> <p>- The ITSA provides an efficient and effective mechanism to allow the information technology assurance sector to expand in the Alamo area. A 2+2 Articulation Agreement is being developed with UTSA.</p>

	<p>3) <u>Alamo Community College District - Advanced Technology Center (ATC)</u> – In the first three month of operation, the ATC has provided 34 advanced technology courses in the targeted driver sector clusters (Aerospace, E-Commerce and CIS) for Fall 2002. Approximately 454 students and businesses participated in customized instruction in Avionics, CISCO Certification, Network Administration, Fuel Cell, and Advanced Manufacturing Procedures at the ATC.</p> <p>The ATC Director- Mr. James Dickerson was hired in September 2002. All of the ATC advanced technology labs are fully operational.</p> <p>The Advanced Technology Center was designed to support the San Antonio Technology Accelerator Initiative (SATAI) economic development network to accelerate the creation and expansion of technology based driver industries. The ATC connects the training resources of the four colleges of the ACCD and partnership schools to provide customized training, workforce development, and advanced and specialized training in new and emerging technologies in Aerospace Avionics, Automated Manufacturing, Computer Information Security Assurance, and E-Commerce.</p>	<ul style="list-style-type: none"> - Offer courses targeted for driver industry sectors in Computer Integrated Manufacturing, Electronics, and Avionics Labs. - Secure funding for Year 2. The ACCD Board of Trustees and the City of San Antonio City Council will consider using ACCD-CPS Interlocal Agreement funds for year two (2). - Increase outreach to targeted driver industries begins. 	<ul style="list-style-type: none"> - The City Council and ACCD Board of Trustees authorize continuation of ATC funding during the February meeting cycles.
	<p>4) <u>ACCD Colleges have created Applied Science Degrees in Bio-Technology, Information Security Assurance, and Manufacturing Engineering Technology</u> (Northwest Vista College, San Antonio College, St. Phillip's College-Southwest Campus)</p>	<ul style="list-style-type: none"> - Secure final approval of the Biotechnology and Information Technology Information Security programs from the Texas Higher Education Coordinating Board. - In process, pending approval. 	<ul style="list-style-type: none"> - 90 ITSA, 30 Bio-Tech enrollments projected for Academic year.
	<p>5) <u>Middle School Tex-Prep Career Exploration and Academy Preparation Curriculum</u> - UTSA and ACCD will establish a Middle School Tex-Prep Career Exploration and Academy Preparation Curriculum to expose 40 Middle School students to careers in Information Technology, Aerospace, and Bio Technology. The first courses will be offered during the summer of 2003 at UTSA and ACCD locations.</p>	<ul style="list-style-type: none"> - Recruit students. - Hire staff 	<ul style="list-style-type: none"> - 40 Middle School students participate in Academy Tex-Prep program. - Students are exposed to career opportunities in targeted driver industries.

- ✓ Management Team In Place
- ✓ Action Plans Developed
- ✓ Initial Funding Obtained
- ✓ Implementation – Ongoing

Updated 01/22/03

SAN ANTONIO, INC - STRATEGY UPDATE

Goal 1: Generate more & better jobs for all.

Objective 1.1: Leverage San Antonio's targeted driver industries.

Strategy 1.1(4): Implement the November 2000 Aviation Industry Strategic Plan for the City's aviation facilities.

Strategies and Agencies:	Key Strategy Components/Initiatives – Current Status:	Upcoming Action Steps:	Desired Outcome/Results:
<p><u>Implement the November 2000 Aviation Industry Strategic Plan for the City's aviation facilities.</u></p> <p>COSA-EDD (co-lead) COSA-Aviation (co-lead) COSA-International Affairs FTA Greater Chamber Kelly USA SACVB</p> <p><i>Links for Additional Information:</i></p> <p><u>Aviation Strategic Initiatives</u></p>	<p>1) <u>Offer a comprehensive air passenger service network</u> - The Aviation Department retained the services of an air service marketing firm (Kiehl Hendrickson Group) in February 2001. An Air Service Development Program was presented to City Council on October 25, 2001. Four new non-stop routes have been added in the past 12 months (Detroit, San Diego, Raleigh Durham, NC and Cleveland, OH starting May 2, 2003). San Antonio currently has flights to 30 non-stop destinations with new service to Mexico starting in March 2003 (Cancun and Puerto Vallarta charters) and July 2003.</p>	<ul style="list-style-type: none"> - Continue with follow-up meetings to the air carriers regarding the markets with potential opportunities for nonstop air service, which were presented to City Council October 25. - Continue community outreach meetings. - Ongoing meetings with Mayor's Reach for the Sky Committee. 	<ul style="list-style-type: none"> - Establishment of a comprehensive air passenger service network that supports the demand created by targeted industry development and leverages the tourism industry.
	<p>2) <u>Promote San Antonio International Airport facility improvements</u> - City Council has approved a \$426.6 million capital improvement program that includes terminal expansion, terminal renovations and concessions redevelopment, noise abatement improvements, and an additional parking garage. The new exit ramp off SH 281 opened in summer 2001. A \$26.8 million terminal renovation and retail concession redevelopment is underway and scheduled for completion by mid-2003. The terminal expansion project will be completed by 2008.</p>	<ul style="list-style-type: none"> - Complete terminal renovations and retail concession redevelopment in 2003. - Programming study to include schematic designs for terminal expansion will be completed January 2003. - Contract for terminal expansion design team will come before City Council in March 2003 - Contract for parking expansion design firm will come before City Council in March 2003. 	<ul style="list-style-type: none"> - Providing improvements to passenger facilities that will accommodate continued growth in air passenger service.
	<p>3) <u>Develop Stinson Municipal Airport as focal point for General Aviation</u> - Stinson at 100% occupancy rate with 14 new leases approved since 1999 creating 50 new jobs. Stinson has a tenant waiting list for facilities. Rental cars are now available as of April 2002. Waterline infrastructure improvements have been completed and will support current and future development. Fuel farm and new T-hangars were completed in 2000. Master Plan was presented to City Council in October 2002 and is currently pending approval by the FAA.</p>	<ul style="list-style-type: none"> - An architect has been hired to program and design a new administrative building to be used for tenant offices and classrooms. Architectural work is to be completed December 2003. 	<ul style="list-style-type: none"> - Runway expansion and modernization of the facilities and infrastructure at Stinson Municipal Airport to accommodate the continued growth of general aviation activities and jobs.
	<p>4) <u>Become an International Center of Excellence for Aircraft Maintenance, Repair and Overhaul (MRO)</u> - The San Antonio MRO sector is healthy and growing. Boeing, Lockheed Martin, Chromalloy and Pratt & Whitney have created over 4,000 new jobs at KellyUSA. San Antonio Aerospace LP moved into the former Dee Howard facilities at San Antonio International Airport in June 2002 and had hired 480 employees as of December 2002. Boeing also continues to land new contracts and expand operations at KellyUSA with over 2,000 employees. Cessna is on hold with its planned expansion at San Antonio International Airport, but expects to start working on it during 2003.</p>	<ul style="list-style-type: none"> - Support the efforts of UTSA to secure \$2.5 million in federal funding for a Material Science Center at KellyUSA to conduct MRO-related research. - Facilitate the planned expansion of existing MRO tenants at KellyUSA and S.A. International Airport. - Obtain funding to complete an inventory of MRO suppliers and providers. 	<ul style="list-style-type: none"> - Establishing San Antonio as an International Center of Excellence for MRO leveraging the assets at KellyUSA and S. A. International Airport.

	<p>5) <u>Expand the air cargo industry at San Antonio International Airport and at KellyUSA</u> - The City contracted with an air cargo consultant, Keiser Phillips Associates, to complete an Air Cargo Study in June 2002. This study also produced specific air cargo strategic plans for San Antonio International Airport and KellyUSA. These strategic plans will guide the efforts of the City's Aviation Department in expanding air cargo operations at S.A. International and assist the Greater Kelly Development Authority in establishing air cargo operations at KellyUSA.</p>	<ul style="list-style-type: none"> - The Air Cargo Coordinating Panel continues to meet quarterly (Economic Development Department, Aviation Department, International Affairs Department, the Free Trade Alliance and GKDA) to facilitate implementation of the air cargo strategic plans for the S.A. International Airport and KellyUSA. - City Aviation Department is implementing the air cargo strategic plan for S.A. International. - GKDA is implementing the air cargo strategic plan for KellyUSA. 	<ul style="list-style-type: none"> - Establish San Antonio as the "Air Cargo Center of the Americas."
	<p>6) <u>Promote the Aerospace Industry in San Antonio and grow the workforce</u> – To promote the industry, the Greater San Antonio Chamber of Commerce Aerospace Committee completed an Economic Impact Study in 2002 based on economic data collected from 2000. The Study showed over 10,000 employees with a conservative economic impact of \$2.5 billion. The Study was briefed to City Council on January 9, 2003. One of the key industry issues continues to be the recruitment and sustainment of a viable workforce. The Alamo Area Aerospace Academy completed its first year in June 2002 with 15 of 25 seniors finding local employment in the aerospace industry. The FY 2003 AAAA class began in August 2002 with 127 students.</p>	<ul style="list-style-type: none"> - Continue to utilize business incentives for the expansion and attraction of aerospace companies. - Target specific marketing dollars towards the promotion of the aerospace industry. - Continue support and City funding for the AAAA and endorse Texas Education Agency (TEA) dual funding legislation - Encourage the development of aerospace higher education programs in S.A. - Update the Aerospace Economic Impact Study in 2003 	<ul style="list-style-type: none"> - Leverage the aerospace industries and assets to grow and sustain the Aerospace Industry as a premier economic generator for the City of San Antonio and the region.

- ✓ **Management Team In Place**
- ✓ **Action Plans Developed**
- ✓ **Initial Funding Obtained**
- ✓ **Implementation – Partial/Ongoing (5-10 years)**

Updated 01/24/03

SAN ANTONIO, INC – STRATEGY UPDATE

Goal 1: Generate more & better jobs for all.

Objective 1.1: Leverage San Antonio's targeted driver industries.

Strategy 1.1(5): Implement the SATAI (San Antonio Technology Accelerator Initiative) action plans.

Strategies and Entities:	Key Strategy Components/Initiatives – Current Status:	Upcoming Action Steps:	Desired Outcome/Results:
<p><u>Implement the SATAI (San Antonio Technology Accelerator Initiative) action plans.</u></p> <p>SATAI Network (lead entity) Brooks City-Base COSA-EDD Medical Center Alliance SALSA TASA Texas Research Park</p> <p><i>Links for Additional Information:</i></p> <p>SATAI Website</p>	1) <u>Emphasis on Targeted Driver Industries</u> – Primary focus on four targeted driver industries identified through 1999 consulting study – aerospace, bioscience, information technology, and telecommunications.	- Developing and implementing specific strategies to encourage formation, expansion, and recruitment of targeted driver industries through the three alliances outlined below.	- Job creation through technology transfer, local entrepreneurial development, and recruitment of emerging technology firms.
	2) <u>SATAI Funding and Staffing</u> – The SATAI network is largely volunteer-driven with a small core staff of three professionals. \$1.25 million in funding for SATAI was approved by the SA City Council in April 2001.	- Dr. Randall Goldsmith hired in December 2002 as President and CEO of SATAI. - Finalizing SATAI business plan.	- Obtain funding and staff necessary for SATAI to accomplish its mission and make SATAI a nationally recognized model for growing technology industries.
	3) <u>Entrepreneurial Alliance</u> – Designed to accelerate the development of technology entrepreneurs in the San Antonio region through networking, training, education, incubation, capital formation, and other related initiatives. Intended to eliminate hurdles faced by startup technology firms and encourage growth from within. The Alliance currently consists of twenty entrepreneurs.	- Hosted Nov. 7 South Texas Funding Forum to match seed and angel investors with local entrepreneurs in targeted driver industries. Offered a “boot camp” track of courses for emerging entrepreneurs. - Provide input to SA business schools for educational programs related to business start-ups.	- Make the transition to entrepreneur status easier through education and providing access to relevant information.
	4) <u>Research Alliance</u> – Supports accelerated growth of technology in the San Antonio area by recruiting world-class research talent, facilitating increased research funding, expanding research infrastructure, promoting public-private research collaboration, and facilitating technology transfer.	- Currently developing plans to establish a baseline of research and technology capabilities in San Antonio through a SATAI sponsored survey. - Members of the Research Alliance are working on task forces to locate the Vaccine Manufacturing facility to SA.	- Assemble a detailed baseline of research capabilities as an extension of the Technology Directory that currently resides on the SATAI web-site. - Have the federal government agree to locate a major lab, facility or one or more major research programs related to bioterrorism in SA.
	5) <u>Marketing Alliance</u> – Established to portray the San Antonio region as an emerging technology center, first to its citizens and then to those outside of the region.	- Current projects include: airport ads promoting technology in SA, a new SATAI web-site with a technology directory, speaker's bureau publications, working with the SACVB to attract technology conventions, a regional technology calendar, and on-going dialog with the local press.	- Substantially increase awareness inside and outside of SA that SA is a progressive city with regard to technology industries. - Assist EDF, FTA, and COSA-EDD in getting technology companies to locate in San Antonio.

- ✓ **Management Team In Place**
- ✓ **Action Plans Developed**
- ✓ **Initial Funding Obtained**
- ✓ **Implementation – Partial/Ongoing**

Updated 12/18/02

SAN ANTONIO, INC - STRATEGY UPDATE

Goal 1: Generate more & better jobs for all.

Objective 1.1: Leverage San Antonio's targeted driver industries.

Strategy 1.1(6): Establish a Biotechnology, Sciences, and Engineering Building (BSEB)/Biotechnology Initiative Center at UTSA. Promote, attract, and retain talented researchers in the development of the biosciences industry.

Strategies and Entities:	Key Strategy Components/Initiatives – Current Status:	Upcoming Action Steps:	Desired Outcome/Results:
<p><u>Establish a Biotechnology, Sciences, and Engineering Building (BSEB)/Biotechnology Initiative Center at UTSA.</u></p> <p>UTSA (lead entity) Brooks City-Base COSA-EDD SAALSA SATAI Southwest Foundation for Bio. Research State Legislative Delegation SWRI TASA Texas Research Park UTHSCSA</p> <p><i>Links for Additional Information:</i></p> <p><u>Biotechnology Center Brochure</u></p>	<p>1) <u>UTSA Biotechnology Initiative</u> – A vision that focuses on creating an environment in which engineers, scientists, and physicians will pursue biomedical and biotechnology-related research as well as providing world-class graduate instruction.</p>	<p>- Current focus is on completion of fund-raising efforts for a new biotechnology facility (see below), establishment of new doctoral programs, and recruitment of top-notch faculty.</p>	<p>- The Initiative will advance the long-envisioned formulation of a national center of biomedicine in San Antonio, and spearhead the drive to transform UTSA into a Tier I Doctoral/Research Extensive university.</p>
	<p>2) <u>Biotechnology, Sciences, and Engineering Building (BSED)/Biotechnology Initiative</u> – The BSEB will be among the largest science-related educational buildings in Texas at a projected cost of \$84 million. \$3.4 million in local matching funds, \$25 million in tuition reimbursement bonds, and \$54 million in PUF fund grants have been secured. The City of San Antonio has contributed \$1.0 million.</p>	<p>- Secure remaining \$1.6 million in matching funds.</p>	<p>- Break ground for construction of a 221,000 sf facility with 98 faculty offices and 432 graduate student offices/space. - 30 new research and instructional labs with 71,000 sf dedicated to research and instruction.</p>
	<p>3) <u>Life Sciences Institute</u> – A related effort to establish ten joint doctoral degree programs (UTSA and the UTHSCSA) and recruit world-class faculty. The Institute will link the biological and biomedical resources of the two campuses. The 77th Legislature approved creation of the Institute (SB 728/HB 1716) but no funds were provided.</p>	<p>- Secure \$12 million in special funding from the 78th Legislature (2003 Session) to support the Institute.</p>	<p>- Establishment of the ten proposed joint doctoral programs in Life Sciences and recruitment of world-class faculty.</p>

- ✓ **Management Team In Place**
- ✓ **Action Plans Developed**
- ✓ **Initial Funding Obtained**
- ✓ **Implementation – Partial/Expected 2005**

Updated 01/27/03

SAN ANTONIO, INC - STRATEGY UPDATE

Goal 1: Generate more & better jobs for all.

Objective 1.1: Leverage San Antonio's targeted driver industries.

Strategy 1.1(7): Implement logistics/transportation industry action plans.

Strategies and Entities:	Key Strategy Components/Initiatives – Current Status:	Upcoming Action Steps:	Desired Outcome/Results:
<p><u>Implement logistics/transportation industry action plans.</u></p> <p>Free Trade Alliance (lead entity) COSA-EDD COSA-International Affairs Kelly USA</p> <p><i>Links for Additional Information:</i></p> <p><u>FTA Web-Site</u></p>	<p>1) <u>Inland Port San Antonio Initiative (Strategy)</u> - The most prominent component of the logistics/transportation industry action plans for the past decade has been the inland port initiative (or strategy). This strategy envisions San Antonio being and developing into a world class logistics/distribution center for trade (particularly with Mexico and Latin America).</p>	<p>- The current action steps related to the inland port strategy are detailed in Strategy 1.2 (1).</p>	<p>- To develop San Antonio into a world class logistics/distribution center for trade in the Americas.</p>
	<p>2) <u>Air Cargo Development</u> - The development of air cargo services in San Antonio (at both SAIA and KellyUSA) has been a key component of the logistics/transportation industry action plans for the past few years. Although related to the inland port initiatives, the development of air cargo services in San Antonio is important to both domestic and international-related business activities.</p>	<p>- An air cargo study sponsored by the COSA, KellyUSA and the Free Trade Alliance provides recommendations on steps to develop air cargo activities in San Antonio.</p> <p>- These organizations are working to develop an implementation plan based on these recommendations.</p>	<p>- To establish at least one air cargo operation at KellyUSA within the next 3-5 years.</p> <p>- Attract new cargo business to SAIA.</p>
	<p>3) <u>Infrastructure</u> - A critical component of the logistics/transportation industry action plans is the continual upgrade and enhancement of San Antonio's transportation infrastructure. As of late the Logistics Task Force of the Free Trade Alliance working with the COSA and KellyUSA has assisted on several initiatives in this area including: Kelly Parkway, SH-130, the establishment of new permanent border inspection stations and other related infrastructure projects.</p>	<p>- Secure needed funding and approvals for the SH-130 highway project.</p> <p>- Secure needed funding and approvals for the Kelly parkway.</p> <p>- Secure federal funds to develop a business plan and study for the establishment of a trade processing center at KellyUSA.</p> <p>- Secure federal funding for the establishment of new permanent border inspection stations that will utilize the most up-to-date technology for processing shipments. (Note: TXDOT received \$41 million in June, 2002 to build these new facilities).</p>	<p>- To develop the SH-130 highway project providing San Antonio with an alternate bypass around the congested Austin area.</p> <p>- To develop the Kelly Parkway to provide better logistical access to KellyUSA and aide its development into a multi-modal logistics center.</p> <p>- To develop a trade processing center at KellyUSA to provide shippers a one-stop shop for all of the services and facilities needed to process shipments (inbound or outbound).</p> <p>- To establish new permanent border inspection stations that will utilize the most up-to-date technology for processing shipments. These facilities will benefit San Antonio by providing less congested transit for shipments to and from San Antonio with Mexico.</p>

	<p>4) <u>Education and Training</u> - To facilitate the continued development of the logistics industry Palo Alto College developed four years ago a special two-year logistics curriculum. Presently, efforts are underway to create one or more four-year programs to aid in the development of a skilled workforce for the logistics/transportation industry.</p>	<p>- To develop a four-year logistics program tied to the existing two-year program in logistics management at Palo Alto College. (Already the University of Incarnate Word has an agreement with Palo Alto to provide a four-year logistics management degree.)</p>	<p>- To provide educational training (both technical and higher-ed) in order to develop a skilled and trained workforce for the logistics industry.</p>
--	--	--	---

- ✓ **Management Team In Place**
- ✓ **Action Plans Developed**
- ✓ **Initial Funding Obtained**
- ✓ **Implementation – Partial/Ongoing**

Updated 01/14/03

SAN ANTONIO, INC – STRATEGY UPDATE

Goal 1: Generate more & better jobs for all.

Objective 1.1: Leverage San Antonio's targeted driver industries.

Strategy 1.1(8): Position San Antonio as a top 5 preferred leisure visitor/corporate meetings and convention destination in the United States, Canada, and Mexico.

Strategies and Entities:	Key Strategy Components/Initiatives – Current Status:	Upcoming Action Steps:	Desired Outcome/Results:
<p><u>Position San Antonio as a top 5 preferred leisure visitor/corporate meetings and convention destination in the United States, Canada, and Mexico.</u></p> <p>COSA-SACVB(lead entity) AACOG Chambers of Commerce COSA-Aviation COSA-Convention Facilities COSA-EDD COSA-International FTA</p> <p><i>Links for Additional Information:</i></p> <p><u>San Antonio Convention & Visitors Bureau</u></p>	<p>1) <u>Headquarters Hotel Project</u> - City of San Antonio currently has issued a Request for Developer Qualifications.</p>	<ul style="list-style-type: none"> - Facilitate and Finalize RFQ/RFP process - Selection of Developer and Financing plan - Contractual agreements. - Construction. 	<ul style="list-style-type: none"> - Convention Center Headquarters Hotel with over 1,000 rooms. - Open 2007. - Increase booking of convention business with greater convention room block available under one roof. - Augment convention room block to accommodate larger groups.
	<p>2) <u>Convention Center Master Plan</u> - The latest expansion was completed in the summer of 2001. This expansion had its beginning 10 years earlier with the Convention Center Expansion Citizen's Committee that led to City Council adoption of a Master Plan in 1995. Re-modeling of the original center facade is still in the planning process.</p>	<ul style="list-style-type: none"> - Continue to build upon existing Master Plan. - Continue facade re-modeling. - Coordinate and refine future expansion implementation. 	<ul style="list-style-type: none"> - Place among the premier convention destinations in North America. - Generate greater economic impact. - Act as a catalyst to fuel continued development of San Antonio.
	<p>3) <u>Creation of value added packages including hotels, restaurants, tours, performing arts, and other attractions</u> - The SACVB web-site hotel packages page, www.sanantoniovisit.com/packages/, currently offers value added packages.</p>	<ul style="list-style-type: none"> - Increase variety of value added packages. - Incorporate additional retail components. - Monitor visitor use of value added packages to increase effectiveness of value added packages. 	<ul style="list-style-type: none"> - Increase awareness of the many attractions available to visitors. - Increase the average number of days visitors stay in San Antonio. - Encourage repeat visitation.
	<p>4) <u>Attract an expanded base of state, regional, national, and international visitors to San Antonio</u> - The SACVB has increased its emphasis on leisure market advertising and promotions.</p>	<ul style="list-style-type: none"> - Continue emphasis on leisure marketing advertising. - Increase development of new promotional opportunities. 	<ul style="list-style-type: none"> - Increase share of leisure visitor market. - Generate continued growth in hotel room night consumption. - Increase national and international awareness of San Antonio.

- ✓ Management Team In Place
- ✓ Action Plans Developed
- ✓ Initial Funding Obtained
- ✓ Implementation – Partial/Ongoing

Updated 01/16/03

SAN ANTONIO, INC - STRATEGY UPDATE

Goal 1: Generate more & better jobs for all.

Objective 1.1: Leverage San Antonio's targeted driver industries.

Strategy 1.1(9): Partner with local military installations to prepare for another potential round of base closure and realignment (BRAC) in 2005.

Strategies and Entities:	Key Strategy Components/Initiatives – Current Status:	Upcoming Action Steps:	Desired Outcome/Results:
<p><u>Partner with local military installations to prepare for another potential round of base closure and realignment (BRAC) in 2005.</u></p> <p>COSA-EDD (lead entity) BDA (Brooks City-Base) Chambers of Commerce COSA-External Relations KellyUSA Military Installations Military Missions Task Force</p> <p><i>Links for Additional Information:</i></p> <p><u>Military Base Programs - City of San Antonio</u></p>	<p>1) <u>San Antonio Military Missions Task Force (SAMM)</u> – In order to retain and expand existing military missions and jobs, the City and the Greater San Antonio Chamber of Commerce have partnered to establish a Military Missions Task Force to plan and prepare for the next round of base closures in 2005. The Task Force includes the City, Bexar County, Chambers of Commerce, community leaders, and other representative institutions.</p>	<p>- A working group of the SAMM has been meeting with military base officials and other community stakeholders to develop a base closure strategic plan of action. (Jan 2003)</p>	<p>- Retain existing military missions and jobs and attract new military missions to San Antonio.</p>
	<p>2) <u>Strategic Plan</u> - The SAMM Task Force is preparing a strategic plan that will:</p> <ul style="list-style-type: none"> Assess the economic impact of the military installations Perform a risk assessment that evaluates the strengths and weaknesses of existing military missions Keep the public and business community informed and involved Assess and develop base-community partnerships that increase the economic value of our military installations Identify potential military missions that are potential targets for realignment to San Antonio Develop and support legislation at the state and federal level that will enhance the value of San Antonio's military installations Educate appropriate federal officials on the value of our military installations and missions 	<p>- Present a base closure strategic plan to the SAMM Steering Committee (February 2003).</p>	<p>- Approval and implementation of a strategic plan that will retain existing military missions and jobs and attract new military missions to San Antonio.</p>
	<p>3) <u>Military Installation Partnerships</u> - The City Council Military Affairs Committee has completed visits to the following military installations to discuss mutual issues: Lackland, Kelly, Brooks, Fort Sam Houston and Randolph. The Mayor also intends to meet at least semi-annually with local military installation leaders to discuss issues of mutual interest and partnership initiatives.</p>	<p>- Continue annual visits to military installations by the City Council Military Affairs Committee (next visit: Air Intelligence Agency in Feb 2003).</p> <p>- Mayor to meet semi-annually with military leaders (March and Sep 2003)</p>	<p>- Identify opportunities, threats, and potential win-win solutions.</p>

	<p>4) <u>Washington DC and Austin Trips</u> - During the annual March 2002 "S.A. to Washington DC" trip sponsored by the Greater Chamber, community representatives met with elected officials and Department of Defense representatives to discuss the BRAC 2005 process and related issues. On December 3, 2002, Mayor Garza provided testimony to a Joint Hearing of the State Senate Committee on Veterans Affairs and Military Installations. At this public hearing, State Senator Shapleigh, Chair of the Committee, announced that he intends to introduce legislation entitled the Texas Military Preparedness Act in the 78th Legislature. The purpose of the proposed legislation is to adopt a statewide strategy and programs that will assist defense communities that are preparing for BRAC 2005.</p>	<p>- Promote the value of our local military installations and missions during the annual SA-to-DC trip in March 2003. - Attend and support State Military Appreciation Days in Austin from February 10-14, 2003. - Support and provide testimony on the Texas Military Preparedness Act during the 78th Legislature.</p>	<p>- Educate state and federal officials on the value of our military installations and missions.</p>
--	--	--	---

- ✓ **Management Team In Place**
- ✓ **Action Plans Developed**
- ✓ **Initial Funding Obtained**
- ✓ **Implemented – Ongoing/Completion 2005**

Updated 01/22/03

SAN ANTONIO, INC - STRATEGY UPDATE

Goal 1: Generate more & better jobs for all.

Objective 1.1: Leverage San Antonio's targeted driver industries.

Strategy 1.1(10): Market San Antonio's technology industry assets to the international community.

Strategies and Entities:	Key Strategy Components/Initiatives – Current Status:	Upcoming Action Steps:	Desired Outcome/Results:
<p><u>Market San Antonio's technology industry assets to the international community.</u></p> <p>COSA-International Affairs Department (lead) COSA-EDD Casa San Antonio Chambers of Commerce Free Trade Alliance SATAI</p> <p><i>Links for Additional Information:</i></p> <p><u>COSA – International Affairs</u></p>	<p>1) <u>Trade Missions</u> – Schedule trade missions to appropriate countries and regions to promote San Antonio's high technology industries and facilitate business between San Antonio and our foreign partners. Missions are being planned for Africa, Brazil, Canada, Chile, China, Mexico and Spain. Deliver technology presentations on trade missions and other international trips where appropriate. This was done on the trip to Germany.</p>	<ul style="list-style-type: none"> - Make presentations on these trips. - Schedule trips to other appropriate countries. - Host visits from Canada, China, Germany, Israel, Japan, Korea, Mexico, Taiwan, and other countries. 	<ul style="list-style-type: none"> - Develop technology business partnerships with the international community attracting new jobs and foreign investment to San Antonio.
	<p>2) <u>Alliance Relationship with Regensburg, Germany</u> – COSA has signed an alliance agreement with Regensburg. At the June Bio2002 conference, COSA representatives met with the delegation from Regensburg, including a representative from several of their technology companies. In October 2002, representatives from Regensburg visited S.A. to discuss partnership initiatives.</p>	<ul style="list-style-type: none"> - UTSA and UIW to develop student or faculty exchange programs. - Actively promote each other's incubator programs. - Develop a collaboration with the Regensburg Chambers of Commerce. - Host a business delegation. - Continue to pursue business partnership opportunities. 	<ul style="list-style-type: none"> - Facilitate the growth of international business between companies in both San Antonio and Regensburg.
	<p>3) <u>Trilateral Technology Summit</u> – The second successful summit between San Antonio, Calgary, and Monterrey was held in San Antonio in September 2002.</p>	<ul style="list-style-type: none"> - Follow-up on partnership opportunities with Calgary and Monterrey. - Support the 2003 summit in Monterrey and future summits. 	<ul style="list-style-type: none"> - Create and develop a forum for the promotion and advancement of the technology industry among the three NAFTA partners. - A collaborative effort to broaden trilateral business opportunities, share business strategies, and share NAFTA successes.

- ✓ **Management Team Established**
- ✓ **Action Plans Developed**
- ✓ **Initial Funding Obtained**
- ✓ **Implementation – Partial/Continuing**

Updated 01/08/03

SAN ANTONIO, INC - STRATEGY UPDATE

Goal 1: Generate more & better jobs for all.

Objective 1.1: Leverage San Antonio's targeted driver industries.

Strategy 1.1(11): Position San Antonio as a Center for Homeland Security Solutions.

Strategies and Entities:	Key Strategy Components/Initiatives – Current Status:	Upcoming Action Steps:	Desired Outcome/Results:
<p><u>Position San Antonio as a Center for Homeland Security Solutions.</u></p> <p>COSA-Mayor's Office (lead entity) COSA-City Council Bexar County Brooks City-Base COSA-EDD COSA-External Affairs COSA-Metropolitan Health EDF Greater Chamber Hispanic Chamber INCELL Corp. SATAI SFBR South Chamber SWRI Texas Research Park TXDOT UTHSCSA UTSA</p> <p><i>Links for Additional Information:</i></p> <p><u>N/A</u></p>	<p>1) <u>Federal Vaccine Strategy</u> – An organizational structure was developed to organize and focus the work required to bring the federal vaccine facility to San Antonio. A Steering Committee, chaired by Mayor Garza, has been established to oversee the entire project. From the Steering Committee, a Strategy Working Group, chaired by Judge Wolff, has been created to conduct the “day-to-day” work required of the project. A Lobbying Committee, chaired by Regent Cyndi Krier and Dr. Henry Cisneros, has been created to conduct and oversee all of the lobbying activities. Regent Krier and Mayor Garza forwarded letters to Governor Perry requesting support for San Antonio as the location of choice for a federal vaccine facility.</p>	<ul style="list-style-type: none"> - Establishing a Fundraising and Community Outreach Committees. - Continue collecting intelligence on competing cities (Pine Bluff, AR., Fort Detrick, MD). - Continue monitoring and preparing for a potential RFP for a federal vaccine facility. - Continue tracking vaccine related federal legislation. - Maintain industry contacts and visit pharmaceutical companies that could be partners. - Implement lobbying plan. 	<ul style="list-style-type: none"> - The establishment of a federal vaccine facility in San Antonio and/or the attraction of a major pharmaceutical company.
	<p>2) <u>Homeland Securities Strategy</u> – Establish an organizational structure to develop and implement a community-wide strategy that leverages San Antonio's assets and capabilities in the area of Homeland Security.</p>	<ul style="list-style-type: none"> - Mayor to convene a meeting of community-wide stakeholders to develop an organizational structure and assign responsibilities. 	<ul style="list-style-type: none"> - Position San Antonio as a Center for Homeland Security Initiatives.
	<p>3) <u>Development and Promotion of Biotechnology Industry</u> – Continue marketing and developing the community's biotech industry and assets in consonance with the pursuit of a federal vaccine facility in San Antonio.</p>	<ul style="list-style-type: none"> - Promote San Antonio to the local, national, and international biotech communities. - Develop mechanisms for funding and technology transfer that will facilitate the internal growth of the city's biotech cluster. - Use incentives available to attract biotech companies who are interested in locating their operations in San Antonio. - Support the development of the city's universities into top-tier research universities. - Educate the citizens of SA about the biotech industry in the city and the opportunities it offers. 	<ul style="list-style-type: none"> - Expansion of San Antonio's growing biotech industry cluster and related institutions.

- ✓ **Management Team In Place**
- ✓ **Action Plans Developed**
- ✓ **Initial Funding Obtained**
- ✓ **Implementation – Ongoing (2005)**

Updated 01/06/03

SAN ANTONIO, INC - STRATEGY UPDATE

Goal 1: Generate more & better jobs for all.

Objective 1.2: Maximize San Antonio's South Texas advantage.

Strategy 1.2(1): Implement the Inland Port San Antonio Initiative.

Strategies and Entities:	Key Strategy Components/Initiatives – Current Status:	Upcoming Action Steps:	Desired Outcome/Results:
<p><u>Implement the Inland Port San Antonio Initiative.</u> Free Trade Alliance (lead entity) COSA-EDD COSA-International Affairs KellyUSA</p> <p><i>Links for Additional Information:</i> <u>FTA Web-Site</u></p>	<p>1) <u>Cross Border Trucking</u> - In order for the Inland Port San Antonio economic development strategy to be fully effective, cross border trucking with Mexico must be initiated. Part of the NAFTA, cross border trucking will allow shippers in the US and Mexico to transport product from destinations in the interior of Mexico to destinations in the interior of the US (or vice versa).</p>	<ul style="list-style-type: none"> - President Bush lifted the moratorium on cross border trucking November 27, 2002. - The Free Trade Alliance has worked to train and prepare two Mexican carriers so they can begin operations within the next two months. Both will provide cross border trucking service to and from San Antonio. 	<ul style="list-style-type: none"> - Establish at least two cross border trucking operations in San Antonio by March of 2003.
	<p>2) <u>International Trade Data System</u> - The international trade data system (ITDS) is a multi-agency initiative of the US, Canadian, and Mexican governments to further automate the paperwork process of trade. The ITDS creates a database that shippers use to process electronically their shipments. The information entered is shared with all relevant agencies allowing shippers streamlined processing. When integrated with new modern border inspection stations, the ITDS will cut the transit time across the border significantly and thus save shippers time and money. The implementation and deployment of ITDS is critical to the long term viability and success of the Inland Port San Antonio strategy because it will allow shippers the ability to pre-process their shipments to and from Mexico.</p>	<ul style="list-style-type: none"> - US Government officials have announced their intention to implement and deploy ITDS by the end of 2003. Bexar County Congressional Representatives have been asked to monitor this and ensure that Laredo, Texas be the first border point to receive deployment so San Antonio can begin benefiting immediately. - The Texas Dept. of Transportation has also announced they have secured over \$41 million to construct permanent border inspection stations that will be designed to utilize the ITDS system. Two such stations will be in Laredo. 	<ul style="list-style-type: none"> - Implement and deploy the ITDS system by the end of 2003. - Develop and conduct a demonstration project as part of the ITDS deployment in San Antonio which highlights the system's ability to pre-process shipments off the border.
	<p>3) <u>Air Cargo Development</u> - The development of air cargo services in San Antonio (at both SAIA and KellyUSA) is essential to the long-term competitiveness of the Inland Port San Antonio strategy. Air cargo is the fastest growing mode of transportation and needs to be a key focus of the inland port initiative.</p>	<ul style="list-style-type: none"> - An air cargo study sponsored by the COSA, KellyUSA and the Free Trade Alliance provides recommendations on steps to develop air cargo activities in San Antonio. - These organizations are working to develop an implementation plan based on these recommendations. 	<ul style="list-style-type: none"> - To establish at least one air cargo operation at KellyUSA within the next 3-5 years. - Attract new cargo business to SAIA.
	<p>4) <u>Port of Entry Status for SAIA</u> - Presently SAIA has temporary status as a port of entry for private aircraft. This designation allows owners of private aircraft to enter the US through SAIA instead of having to clear customs/immigration at a border airport first. Having this status will facilitate the travel of prominent business leaders, particularly from Mexico, to and from San Antonio and thus enhance our ability to attract more foreign and trade-related investment.</p>	<ul style="list-style-type: none"> - Language has been included in a trade omnibus bill that will extend SAIA's temporary port of entry status for an additional two years. During that time, work will continue to make this status permanent. 	<ul style="list-style-type: none"> - To have SAIA designated as a permanent port of entry for private aircraft by the end of 2004.

	<p>5) <u>Trade Processing Center</u> – A trade processing center is a business or commercial park with all of the trade processing services and facilities co-located in close proximity. The concept is to give exporters and importers a one-stop-shop to fulfill all their needs for shipping or receiving shipments internationally. A trade processing center thus becomes a magnet to trade-related activities including distribution, packaging, fulfillment centers, and even assembly operations. Development of such a center(s) in San Antonio has long been an integral part of the Inland Port San Antonio strategy.</p>	<p>- Funding is being sought from Congress to conduct a feasibility study and develop a business plan for the development of a trade processing center in San Antonio.</p>	<p>- To secure funds for a study and business plan for a trade processing center in San Antonio.</p>
	<p>6) <u>Mexican Government Sponsored Distribution Center</u> - A recent but important component of the Inland Port San Antonio strategy has been the development and operation of a distribution center for Mexican exporters looking to penetrate the US market. This center is or would be subsidized by the government of Mexico in order to assist small and medium sized exporters to the US. Establishment of such a center is a strategic element of the inland port initiative.</p>	<p>- In May of 2002, the Mexican government through the Mexico Trade Center program initiated a “subsidized” warehouse program in San Antonio. However, this program was halted in July due to a reorganization of the Mexico Trade Center program and budgetary issues. - Presently, the Free Trade Alliance is working with private sector interests in San Antonio and Mexico to establish a distribution center geared towards assisting smaller exporters from Mexico.</p>	<p>- Reinstate a Mexican Distribution Center program in San Antonio by the end of 2003.</p>

- ✓ **Management Team Established**
- ✓ **Action Plans Developed**
- ✓ **Initial Funding Obtained**
- ✓ **Implementation – Partial/Ongoing**

Updated 01/14/03

SAN ANTONIO, INC – STRATEGY UPDATE

Goal 1: Generate more & better jobs for all.

Objective 1.2: Maximize San Antonio's South Texas advantage.

Strategy 1.2(2): Position S.A. as a leading research and treatment center for diseases that have a high rate of incidence in South Texas, e.g. diabetes and heart conditions.

Strategies and Entities:	Key Strategy Components/Initiatives – Current Status:	Upcoming Action Steps:	Desired Outcome/Results:
<p><u>Position San Antonio as a leading research and treatment center for diseases that have a high rate of incidence in South Texas, e.g. diabetes and heart conditions.</u></p> <p>UTHSCSA (lead entity) COSA-EDD SATAI Texas Research Park</p> <p><i>Links for Additional Information:</i></p> <p>http://www.uthscsa.edu/arec/</p> <p>http://www.barshop.uthscsa.edu/about.html</p> <p>http://www.uthscsa.edu/arec/nathanshock/</p> <p>http://www.uthscsa.edu/CCRI/</p> <p>http://ric.uthscsa.edu/</p> <p>http://www.uthscsa.edu/cbn</p> <p>http://rahc.uthscsa.edu/</p>	<p>1) <u>The UTHSCSA Institute for Integrative Biology</u>- From bench to bedside – a fortress for knowledge, a laboratory for living. The Institute is designed around a new research paradigm spanning the full gamut of highly basic research to actual experimental protocols being delivered to patients. It represents a new type of research environment that breaks down departmental barriers and operates from discipline to discipline without walls.</p>	<ul style="list-style-type: none"> - Business community support and funding is being solicited to create endowment for recruitment of the highest caliber scientists. - State funding is being solicited to support building and infrastructure operating funds. 	<ul style="list-style-type: none"> - A new research institute focused on translation of basic research findings into clinical practice. Interdisciplinary programs consisting of cancer, vascular/ metabolic diseases, neuroscience and bioterrorism will be housed in the building.
	<p>2) <u>The UTHSCSA Aging Research Program</u> - The UTHSCSA has established one of the preeminent programs in aging research in the nation. The National Institute on Aging currently funds more than \$11 million dollars in annual grant awards to the UTHSCSA, more than any other single agency within the National Institutes of Health.</p>	<ul style="list-style-type: none"> - Construction of a state-of-the-art, stand-alone facility dedicated solely to the study of the genes associated the aging process and age-related disease. Groundbreaking for the Sam and Ann Barshop Center for Longevity and Aging Studies is scheduled for February 2003 at the Texas Research Park. 	<ul style="list-style-type: none"> - The Sam and Ann Barshop Center is expected to grow into a \$70 million aging research complex, bringing world class status to the UTHSCSA in aging research.
	<p>3) <u>The UTHSCSA Children's Cancer Research Center (CCRI)</u> - Concentrates on the epidemiology of children's cancer in the South Texas border region, identifying new targets of therapy in childhood cancer, new drug development, and research in cancer prevention.</p>	<ul style="list-style-type: none"> - Recruited world-renowned expert in Children's cancer. Dr. Sharon Murphy assumed directorship October 1, 2002. - Develop world class research programs in childhood cancer focused on Molecular Pathogenesis, Experimental Therapeutics, Cancer Epidemiology and Prevention, Tumor Virology/Immunology. 	<ul style="list-style-type: none"> - We envision a Center in which the epidemiology of childhood cancer in S. Texas and elsewhere drives a discovery process. The Center will provide real opportunities to apply existing knowledge in the form of novel therapies, and advance knowledge to provide the basis for future progress.
	<p>4) <u>Molecular Therapeutics/Chemical Biology</u> - UTHSCSA has the opportunity through the San Antonio Cancer Institute (SACI), Children's Cancer Research Center (CCRI), Institute for Drug Development (IDD), and Departments of Pharmacology, Biochemistry, Molecular Medicine, and Cellular and Structural Biology to create a preeminent program in Molecular Therapeutics.</p>	<ul style="list-style-type: none"> - Endowed Chairs: Our goal will be to establish four endowed chairs provided by specific donors. One potential is a dedicated Welch Foundation chair. - Funding for the building: This will be obtained primarily from state funds, and possibly from the Permanent University Fund; \$20 million and raise \$10 million from the community. - Funding for Faculty and Operations: Our goal is to establish a center with ten FTEs. This will require \$2.5 million of state funds for operation and \$10 million over three years for recruitment from a variety of sources. 	<ul style="list-style-type: none"> - The Center will become the focal point in the Institution for investigators working on the first part of the drug discovery process, namely linking the characterization of molecular targets with the identification of therapeutic agents (drugs, peptide antagonists, antibodies, etc.). This will serve to link work in different fields including cancer research, aging research, and bone research, all centers of excellence in our Institution.

	<p>5) <u>Diabetes</u> – Programs at the UTHSCSA are helping to define why tissues of diabetic patients respond poorly to their own insulin. Research is also being pursued to search for genes that cause diabetes, focusing on the genetic basis of diabetes in Hispanics, who are three times more likely to develop the disease than Anglos (Gene Discovery in Type II Diabetes and Related Phenotypes in Mexican-Americans).</p>	<p>- The five elements of the gene discovery strategy are: 1) family recruitment, 2) whole genome scanning, 3) SNP discovery in positional candidates, 4) genotyping the remaining family members for all variants in the candidate gene, and 5) combined linkage and association analysis.</p>	<p>- Continuation and expansion of the UTHSCSA's outstanding research and treatment programs in diabetes. New knowledge regarding the cause and cure of diabetes in Mexican Americans.</p>
	<p>6) <u>The UTHSCSA Research Imaging Center (RIC)</u> – a University of Texas Laboratory dedicated to biomedical imaging research. Structured to promote collaborative projects that cross departmental boundaries, the RIC is a cooperative venture involving the Department of Defense and the Department of Veterans Affairs.</p>	<p>- Hire internationally renowned computational neuroscientist; Jim Bower recently recruited from Cal Tech. - Incorporate small animal MRI and PET imaging capabilities into the RIC.</p>	<p>- The mission of the RIC is to perform basic and clinical research using noninvasive, biomedical imaging methods for measuring the structure and function of living organisms. Human neuroscience research will be given highest priority.</p>
	<p>7) <u>Prostate Cancer</u> – The development of a comprehensive interdisciplinary institute for prostate and genitourinary diseases that will lead to the establishment of a SPORE (Specialized Program of Research Excellence). Brings together strong, senior/seasoned investigators from clinical and basic departments to examine prevention and therapeutic agents, genetics basis, epidemiology, and biology of metastases for prostate cancer.</p>	<p>- Identify loci involved in prostate cancer progression using a biorepository of prostate cancer tumors using the ongoing SABOR (San Antonio Biomarkers of Risk) for Prostate Cancer study. - Screening of novel therapeutics, mechanisms of metastasis and Phase II and Phase III studies. - Recruit world class faculty to work in the institute. - Raise funds for the building, equipment and faculty endowment- \$110,000,000.</p>	<p>- A world renowned prostate cancer center that brings together the genetics, epidemiology, biology of metastasis, clinical investigations of prevention, development of new therapeutic agents, and patient treatment.</p>

	<p>8) <u>Leading education, research and treatment center for diseases that have a high rate of incidence in South Texas - The South Texas Border Strategy</u> - The Medical Education Division was designated for Harlingen. The Medical Research Division was designated for Edinburg. Educational and research activities for Allied Health were designated for Laredo. The Board of Regents designated The University of Texas Health Science Center at San Antonio (UTHSCSA) to oversee and operate the Medical Education and Medical Research Divisions.</p>	<ul style="list-style-type: none"> - <u>The Regional Academic Health Center (RAHC)</u>- To establish medical education and research programs to serve Cameron, Hidalgo, Starr and Willacy counties in South Texas. - Together with Valley Baptist Medical Center, the RAHC will house the educational programs and support for selected third-year and fourth-year UTHSCSA medical students, as well as the new UTHSCSA residency programs. - The Hidalgo County Medical Research Division is to be constructed in Edinburg, adjacent to The University of Texas-Pan American. - Allied Health educational activities are underway in Laredo. -Overall strategy for UTHSCSA-specific research in South Texas consists of a three prong strategy- infectious diseases, diabetes and genetics of psychiatric disease. -Clinical research with planned satellite general clinical research center with potential collaborations with the VA and UTHSC - Houston to be housed in Harlingen and Brownsville. 	<ul style="list-style-type: none"> - The South Texas Border Strategy will create opportunities for the establishment of outstanding biomedical education, research and health care delivery programs for the South Texas Region. - These activities will be focused on diseases that have a high rate of incidence in South Texas
	<p>9) <u>The UTHSCSA Sports Sciences Institute</u> - With UT Board of Regents' approval, the Health Science Center, in partnership with UTSA and UT Austin, is currently planning a Sports Science Institute that will have significant economic impact on the San Antonio region and on the \$250 billion sports industry. The Institute will far exceed Sports Medicine programs that currently exist throughout the United States because of its inclusive nature. The combination of education, sports research, sports medicine, sports psychology and community medicine will make this unique primarily because of the research component. A campus master plan has been proposed for a 17-acre tract of land just south of the Spurs' practice facility in the Medical Center.</p>	<ul style="list-style-type: none"> - Business community support and funding is being solicited. - Solicitation of faculty and programs is underway. e.g. Integrating the HSC Southwest Texas Addiction Research and Technology (START) Center will create a place to send and treat troubled professional and amateur athletes. - Academic and research program details are being developed for presentation to the UT Board of Regents. 	<ul style="list-style-type: none"> - Formation of a unique world class Sports Science Institute that combines the strong program offerings of the Health Science Center, UTSA and UT Austin thereby creating critical mass of talent that attract substantial research monies while at the same time creating opportunities for revenue streams from professional sports, amateur sports such as the Olympics, etc. The potential for creating jobs would be immense throughout South Texas region and the nation.

	<p>10) <u>Bioterrorism- The Center for Public Health Preparedness and Biomedical Research</u> – This center will direct and coordinate the University’s activities related to health and medical aspects of homeland security including biomedical research, education, training, and public health emergency preparedness. UTHSCSA will also work collaboratively with other UT components to establish a NIAID-sponsored Center of Excellence in Biological Weapons: Pathogenesis, Genomics and Vaccine Development.</p>	<ul style="list-style-type: none"> - Integrate into local, regional and state plans for public health preparedness. - Promotion of collaborative research projects between clinical and basic scientists from UTHSCSA and other UT components. - Recruitment of additional investigators, both clinical and basic. - Interact with NIAID staff in the development of comprehensive bioterrorism research programs on bacterial pathogenesis. 	<ul style="list-style-type: none"> - To serve as the University’s point of contact to the UHS, Metropolitan Health District and the State Department of Health. - To collaboratively interact with other UT system components and the NIH to develop a unique state-of-the-art comprehensive research, educational and training program on pathogenic bacterial bioterrorism agents.
	<p>11) <u>The UTHSCSA Center for Biomedical Neuroscience (CBN)</u> - Neuroscience is one of the fastest growing areas of medical science. In the past half dozen years, our HSC has made considerable progress in this broad area. UTHSCSA is particularly strong in areas relevant for neuropsychiatric diseases (e.g., schizophrenia, depression, anxiety disorders, substance abuse including alcoholism, neurodegenerative diseases, epilepsies) as well as pain mechanisms and vision disorders. Multiple institutes at NIH support neuroscience research. The current aggregate from such institutes to our HSC exceeds \$12 million dollars annually, with the total annual awards from all sources (foundations, pharmaceutical industry) exceeding \$20 million.</p>	<ul style="list-style-type: none"> - Promotion of collaborative research projects between our clinical and basic scientists to emphasize translational research. - Recruitment of additional investigators, both clinical and basic. - Strengthen ties with neuroscientists at UTSA so as to develop even further both research and educational (particularly minority outreach) programs. 	<ul style="list-style-type: none"> - To develop the Center for Biomedical Neuroscience into the leading neuroscience center in Texas.
	<p>12) <u>Enhance Technology Transfer</u> - Facilitate effective commercial transfer of technologies derived from research, while protecting investigators and their scholarly activities.</p>	<ul style="list-style-type: none"> - Reorganized Office of Technologies Ventures into marketing and legal divisions. - Incorporate Heath Science Ventures to provide business services and venture capital to faculty start-up companies. - Investor, banking, legal, and other financial networks established- i.e. OTV Business Council. 	<ul style="list-style-type: none"> - Accelerate and lead the commercialization process of UTHSCSA technology to benefit humanity.
	<p>13) <u>Clinical Care</u> –The School of Medicine will exemplify clinical excellence and professionalism through its multispecialty group practice in a manner that is integrated and compatible with our teaching and research needs while addressing community needs.</p>	<ul style="list-style-type: none"> - Provided substantial unreimbursed indigent care. - Enhanced clinical revenues by optimizing billings and collections, by diminishing overhead and trying to constantly expand on clinical venues - Improve the net operating margins for the practice plan. - Provide productivity-based compensation, to the clinical faculty. 	<p>The UTHSCSA will develop outstanding nationally recognized clinical programs in solid organ transplantation, diabetes, urologic oncology, reproductive endocrinology and fertility, trauma services (both general and orthopedic) and injury prevention.</p>

	<p>14) <u>South Texas Addiction Research and Technology (START) Center</u> - Provide comprehensive basic research and clinical trials support for studies of the genetics, physiology, pharmacology and behavioral aspects of alcohol and drug abuse.</p>	<p>-Recently recruited noted molecular genetics and bioinformatics group to supplement current programs in clinical research and treatment. -Finalize plans for affiliation with community outreach groups to involve local populations in research and state-of-the-art treatment protocols. -Develop plans for new building to house expanded center.</p>	<p>- Continue emergence of START Center as an internationally known center for research and treatment of alcohol and drug abuse.</p>
--	---	---	--

- ✓ **Management Team Established**
- ✓ **Action Plans Developed**
- ✓ **Initial Funding Obtained**
- ✓ **Implementation – Partial/Ongoing**

Updated 01/09/03

SAN ANTONIO, INC - STRATEGY UPDATE

Goal 1: Generate more & better jobs for all.

Objective 1.2: Maximize San Antonio's South Texas advantage.

Strategy 1.2(4): Capitalize on the implementation of the cross-border trucking initiative with Mexico.

Strategies and Entities:	Key Strategy Components/Initiatives – Current Status:	Upcoming Action Steps:	Desired Outcome/Results:
<p><u>Capitalize on the implementation of the cross-border trucking initiative with Mexico.</u></p> <p>Free Trade Alliance (lead entity) COSA-EDD COSA-International Affairs EDF KellyUSA Laredo/San Antonio Coalition</p> <p><i>Links for Additional Information:</i></p> <p>FTA Web-Site</p>	<p>1) <u>Implement Cross Border Trucking Provisions of NAFTA</u> - In order for the Inland Port San Antonio economic development strategy to be fully effective, cross border trucking with Mexico must be initiated. Part of the NAFTA, cross border trucking will allow shippers in the US and Mexico to transport product from destinations in the interior of Mexico to destinations in the interior of the US (or vice versa).</p>	<p>- President Bush lifted the moratorium on cross border trucking November 27, 2002.</p> <p>- The Free Trade Alliance has worked to train and prepare two Mexican carriers so they can begin operations within the next two months. Both will provide cross border trucking service to and from San Antonio.</p>	<p>- Establish at least two cross border trucking operations in San Antonio by March of 2003.</p>
	<p>2) <u>Develop Cross Border Trucking Program</u> - In order to make cross border trucking service to and from San Antonio become reality, a program needs to be created to attract Mexican carriers to operate in San Antonio.</p>	<p>- The Free Trade Alliance has developed a special training and technical assistance program that assists Mexican carriers through the process of obtaining their US operating authority. When completing the program, Mexican carriers will have their operating authority, trucks inspected and personnel trained for cross border service.</p> <p>- At present one Mexican carrier has successfully completed the program and their operating permit is pending</p>	<p>- Complete training of at least two additional Mexican carriers by the Summer of 2003 and attract at least four others into the program by the end of 2003.</p>
	<p>3) <u>Establish Cross Border Trucking Operations</u> - The end objective of this strategy is to have cross border trucking service established in San Antonio.</p>	<p>- Identify local shippers (importers or exporters) which will benefit from cross border trucking service. Two have already been identified.</p> <p>- Work with their Mexican carriers to encourage the entry into cross border trucking through the trucking program mentioned above. Two have already been identified and have entered the program, one completing the program in January of 2003.</p>	<p>- Establish at least two cross border trucking operations in San Antonio by March of 2003.</p>

- ✓ Management Team In Place
- ✓ Action Plans Developed
- ✓ Initial Funding Obtained
- ✓ Implementation – Partial/Ongoing

Updated 01/14/03

SAN ANTONIO, INC - STRATEGY UPDATE

Goal 1: Generate more & better jobs for all.

Objective 1.3: Enhance targeted business recruitment, retention, and expansion efforts.

Strategy 1.3(1): Market San Antonio to businesses and industry in order to recruit job-producing investments that grow and diversify the City's economy at all levels. Enhance state and local incentive programs for new and existing businesses.

Strategies and Entities:	Key Strategy Components/Initiatives – Current Status:	Upcoming Action Steps:	Desired Outcome/Results:
<p><u>Market San Antonio to businesses and industry in order to recruit job-producing investments that grow and diversify the City's economy. Enhance state and local incentive programs for new and existing businesses.</u></p> <p>San Antonio EDF (lead entity) COSA-EDD COSA-International Div. Free Trade Alliance KellyUSA</p> <p><i>Links for Additional Information:</i></p> <p><u>EDF Web-Site</u> <u>COSA-EDD Web-Site</u> <u>FTA Web-Site</u> <u>Texas Economic Development</u></p>	<p>1) <u>Targeted Driver Industries</u> – Review and confirm or refine the list of targeted driver industries (e.g., add the automotive industry) for San Antonio identified through a 1999 consulting study. The current list of targeted driver industries includes aerospace/aviation, biosciences, information technology, logistics/transportation, telecommunications, and visitor services. [Note: The EDF does not target visitor services, but will work with other members of San Antonio, Inc. to address this targeted driver industry.]</p>	<p>- Develop a strategy and prepare a detailed action plan to review and update the list, if necessary. Schedule time to discuss at an upcoming SA Inc. Executive Board meeting.</p>	<p>- Validated list of targeted driver industries to help prioritize and target San Antonio's economic development efforts.</p>
	<p>2) <u>Advertising San Antonio as a Prime Business Location</u> – Review current public and private resources dedicated to advertising and marketing of San Antonio, in particular that devoted to recruitment and expansion of the targeted driver industries. Explore options for securing additional funds for marketing efforts and define opportunities for joint marketing efforts through SA Inc.</p>	<p>- Schedule time to discuss at an upcoming SA Inc. Executive Board meeting. Survey SA Inc. partners regarding current resources budgeted for advertising and other marketing efforts. Review strategic placement of advertisements in national and international publications. Explore options for "re-branding" SA for purposes of attracting technology companies.</p>	<p>- Additional resources for collaborative marketing efforts tied to attraction of certain targeted industries.</p>
	<p>3) <u>Marketing Trips</u> – Conduct coordinated marketing trips between appropriate S.A. Inc. members to meet with targeted companies, prospects, and economic development consultants. Explore options to maximize number of direct contacts with key national and international prospects.</p>	<p>- Review current schedule of marketing trips and develop list of additional prospects/locations based upon list of targeted driver industries and lists of potential suppliers and other affiliated businesses identified through business retention/expansion efforts.</p>	<p>- Additional contacts with targeted prospects and economic development consultants.</p>
	<p>4) <u>Strategy for Attracting Major Business Prospects</u> – The EDF will coordinate the process for working with major business projects and site selection consultants and will build upon working relationships and processes used during the Starbright negotiations to establish a rapid response strategy that will enable San Antonio to quickly respond in a highly competitive manner to major national and international prospects.</p>	<p>- Schedule time at a future SA Inc. Executive Board meeting to review current inter-agency processes for responding to economic development prospects. Develop list of proposed best practices and recommended improvements.</p>	<p>- Enhance inter-agency cooperation and communication in working with major prospects.</p>

	<p>5) <u>Incentives for Targeted Industries and Areas</u> - As outlined under strategies 3.2 (6) and 3.2 (7), the City of San Antonio, EDF, Bexar County, GKDA and other development entities currently offer numerous economic incentives to attract targeted industries, facilitate local expansion/retention, and encourage development in targeted areas of the City, mostly inside Loop 410 and South of I-90. These include the State Defense Economic Readjustment Zones, State Enterprise Zones, the City and County Tax Phase-In Programs, federal HUBZones, and the newly-created federal Empowerment Zone (EZ). Furthermore, The <i>Mayor's Blue Ribbon Report</i> (April, 2002) calls for exploration and authorization of several additional tools (i.e. "Arrows for the Quiver") to promote economic development. These include more liberal use of tax abatements in targeted areas, low or no-interest loans for public improvements, reduced cost land incentives, greater use of tax increment financing, single site TIF projects, and greater involvement by other taxing entities. In addition, the <i>Mayor's Blue Ribbon Commission Report</i> also calls for more incentives to market targeted City-controlled properties such as the SW Business and Technology Park, Brooks City-Base, and Kelly USA.</p>	<p>- A portion of the November 12 San Antonio Inc. Executive Board meeting was devoted to a review of current economic incentive programs and options for providing additional incentives.</p> <p>- Convene a working group before the 2003 State Legislature convenes to review/refine the utilization and effect of existing incentive programs and to identify potential new incentive programs. Develop strategies/action plans for refining existing programs and for securing new incentive programs.</p>	<p>- Continue to refine and expand the list of incentives available for promoting growth and development in targeted industries and in targeted areas. Also work to build greater awareness of these incentives among local business owners and individuals seeking to start businesses.</p>
--	--	---	--

- ✓ **Management Team In Place**
- ✓ **Action Plans Developed**
- ❑ **Initial Funding Obtained**
- ❑ **Implementation Status – Partial/Ongoing**

Updated 01/22/03

SAN ANTONIO, INC - STRATEGY UPDATE

Goal 1: Generate more & better jobs for all.

Objective 1.3: Enhance targeted business recruitment, retention, and expansion efforts.

Strategy 1.3(2): Establish and implement a proactive process to build relationships with San Antonio's corporate community to enhance their potential for local growth and expansion.

Strategies and Entities:	Key Strategy Components/Initiatives – Current Status:	Upcoming Action Steps:	Desired Outcome/Results:
<p><u>Establish and implement a proactive process to build relationships with San Antonio's corporate community to enhance their potential for local growth and expansion.</u></p> <p>CPS (lead entity) Chambers of Commerce COSA– EDD SAWS</p> <p><i>Links for Additional Information:</i></p> <p>N/A</p>	1) <u>Identify Key Corporations</u> – Identify key existing corporations and other business entities with significant economic impact on San Antonio, particularly those in the targeted driver industries.	- Develop key corporate listing on a comparative basis. Review list annually.	- Identify those companies with the greatest impact on the local economy and those with the greatest potential for expansion, particularly those in the targeted driver industries.
	2) <u>Establish Rapid Response Team</u> – Identify a Rapid Response Team of service providers who are responsible for following up on issues raised or problems/opportunities identified during corporate visits.	- Identify appropriate staff representatives from allied economic development agencies and organizations (City, County, EDF, SAWS, AWD, ACCD, etc.)	- Team able to respond quickly to problems and issues identified and take responsibility for following through to resolve issues or problems.
	3) <u>Select Visitation Team</u> – Identify and train small, select group of professionals from COSA-EDD to assist CPS with corporate visitations.	- Team organized by April, 2003.	- Trained team of professionals to provide consistency in visitations.
	4) <u>Conduct Corporate Visits</u> – Conduct visits with CEO's and other appropriate corporate representatives from list of identified firms. Visits will be conducted at least annually or more often if necessary.	- Begin corporate visits by June, 2003.	- Communicate with businesses their importance to San Antonio. - Identify issues related to business retention, expansion and job creation.
	5) <u>Rapid Response Team Follow Up</u> – Activate Rapid Response Team as appropriate to address issues/concerns/opportunities raised during corporate visits.	- Rapid Response Team meetings as appropriate. Individual members to report findings and actions to their respective entities and to the SA Inc. Executive Board.	- Meeting the needs of existing businesses that are identified.
	6) <u>Annual Review</u> – Review annually all visits to identify common issues, trends, and/or opportunities for recruitment of suppliers, service providers, and other affiliated businesses.	- Annual report to the S.A. Inc. Executive Board.	- Highlight community issues and trends that the SA Inc. Executive Board can address as part of the Strategic Plan for Enhanced Economic Development.

- ✓ **Management Team In Place**
- ✓ **Action Plans Developed**
- **Initial Funding Obtained**
- **Implementation Status – New Strategy Under Development**

Updated 01/02/03

SAN ANTONIO, IN C - STRATEGY UPDATE

Goal 2: Promote a robust job creation environment.

Objective 2.1: Facilitate the business development process.

Strategy 2.1(1): Streamline business development processes as part of the Development and Business Services Center.

Strategies and Entities:	Key Strategy Components/Initiatives – Current Status:	Upcoming Action Steps:	Desired Outcome/Results:
<p><u>Streamline business development processes as part of the Development and Business Services Center.</u></p> <p>COSA-Development Services Department (lead entity) COSA-Planning Department Bexar County CPS SAWS Other ED Agencies</p> <p><i>Links for Additional Information:</i></p> <p>www.sanantonio.gov/dsd</p> <p>www.sanantonio.gov/asm/ones/top/siteplan.asp</p>	<p>1) Improve City's development services process:</p> <ul style="list-style-type: none"> a) Expand One Stop Counter services to include miscellaneous commercial remodeling and expansion projects. b) Segregate plans by complexity and type. c) Established plan review teams and assigned plan review managers to coordinate review and approval. d) Cross-train building and fire code plan reviewers. e) Reduce plan review turnaround time of new construction projects from 50 to 35 days and interior finish out from 32 to 18 days. f) Established in-house training program for all staff. 	<p>- Ongoing improvement in the City's Development Services Process:</p> <ul style="list-style-type: none"> a) Develop Customer Service Section. b) Establish new business processes with implementation of new development services software. c) Continue cross training of building and fire plans reviewers. d) Develop a Development Recognizance Team (DRT) to assist businesses in evaluating a project's development needs and procedural review requirements. e) Establish inspection teams and assign inspection managers. f) Implement electronic permitting. g) Reorganize the One Stop Counter by forming residential and commercial teams. h) Continue expansion of One Stop Counter services by conducting residential plan review. i) Continue in-house training program for all staff. 	<p>- Streamlined development process</p> <ul style="list-style-type: none"> a) Review approximately 60 percent of all completed plans over the counter or within a 10-day turnaround. b) Provide electronic permitting. c) Improve turnaround time for inspections. d) Improve employee development.
	<p>2) Improve public's knowledge of development process:</p> <ul style="list-style-type: none"> a) Prepared a Development Process Manual. b) Established a CADRE (Construction and Development Resource Education) Forum to educate businesses about the development process. c) Established a TV Show "Building San Antonio" to educate the public about the development process. d) Established a quarterly publication of the "Blueprint" to inform businesses of Development Services' current events. 	<p>- Continuous improvement of public's education of development process:</p> <ul style="list-style-type: none"> a) Update Development Process Manual and post on Development Services' website. b) Conduct CADRE Forum for small businesses to assist with development process. c) Develop and implement new web page for the Development and Business Services Center. d) Develop a training and certification program for development community on the development process. e) Conduct training for the development community on electronic permitting. 	<p>Improved knowledge of architects, engineers, realtors, contractors, attorneys and other individuals involved in the development industry will streamline the development process by reducing the number of plans requiring additional submittals and reducing the number of additional inspections due to non-compliance with various City approved codes.</p>

	3) Identify and improve internal coordination with other City departments and outside agency review.	- Improved coordination of the development process: a) Form committees with public utility companies to establish procedures to streamline development process. b) Develop memorandums of understanding with non-City entities regarding co-location at the Development and Business Services Center. c) Move to the Development and Business Services Center in March 2003.	Co-location of City and non-City entities at the Development and Business Services Center will streamline the development process by providing a single, convenient location to access the City's development process.
	4) Adoption of new Codes: a) Adopted new Unified Development Code with emphasis on streamlining development process.	- Adoption of new Codes a) Adopt Rehabilitation Code for existing buildings.	- Adoption of the Rehabilitation Code for existing buildings will facilitate the review and approval process for historic buildings.

- ✓ **Management Team In Place**
- ✓ **Action Plans Developed**
- ✓ **Initial Funding Obtained**
- ✓ **Implementation – Partial/Ongoing**

Updated 01/06/03

SAN ANTONIO, INC - STRATEGY UPDATE

Goal 2: Promote a robust job creation environment.

Objective 2.1: Facilitate the business development process.

Strategy 2.1(2): Eliminate barriers to business by implementing the new UDC and establishing the Development Services Department within the City of San Antonio.

Strategies and Entities:	Key Strategy Components/Initiatives – Current Status:	Upcoming Action Steps:	Desired Outcome/Results:
<p><u>Eliminate barriers to business by implementing the new UDC and establishing the Development Services Department within the City of San Antonio.</u></p> <p>COSA-Development Services (lead entity)</p> <p>AIA</p> <p>Chambers of Commerce</p> <p>COSA-City Attorney</p> <p>COSA-Parks & Recreation</p> <p>COSA-Planning</p> <p>COSA-Public Works</p> <p>CPS</p> <p>Neighborhood Associations</p> <p>Real Estate Council</p> <p>SA Conservation Society</p> <p>SAWS</p> <p><i>Links for Additional Information:</i></p> <p><u>Unified Development Code</u></p>	<p>1) <u>Establish the Development Services Department</u> – Consolidation of the Building Inspections Department with the Zoning and Subdivision sections of the Planning Department and the Development Engineering section of the Public Works Department to create the Development Services Department. This consolidation streamlines the development process so that only one department is conducting and processing development reviews. This consolidation also provides for consistency in the application of the development codes.</p>	<p>- The Development Services Department was created on March 1, 2001.</p>	<p>- Establish one department to resolve development challenges.</p> <p>- Streamlined development process.</p> <p>- Consistency in the application of the development standards.</p>
	<p>2) <u>Provide more certainty in the development process through the adoption of the UDC</u> - Previous development codes lacked a structured review process. Applicants were not required to submit complete packages for development review. Staff was not held to specific time frames to conduct reviews. This lack of structure caused delays in the development process, which created a perception of uncertainty.</p>	<p>- The UDC as adopted on May 3, 2001 and implemented from June 4, 2001 through February 4, 2002 provides time limits for plat and plan review and master development plans. The FY 2002 budget also provided the necessary staff to review projects within prescribed time frames.</p>	<p>- Require applicants to submit all information needed to complete the various reviews in the development process and through the UDC establish time limits for the review of projects.</p>
	<p>3) <u>Provide for development flexibility in targeted areas</u> – Because previous development codes have been inflexible, developers have found it difficult to develop property in the inner city and property with other challenges such as property over the recharge zone.</p>	<p>- The UDC as adopted on May 3, 2001 and implemented from June 4, 2001 through February 4, 2002 provides 5 new use patterns and 4 zoning districts which relax certain standards to provide the needed flexibility to encourage appropriate development in targeted areas.</p>	<p>- Establish through the UDC flexible zoning districts and use patterns which eliminate barriers to developing in targeted areas such as the inner city, infill projects and projects on the recharge zone.</p>

- ✓ **Management Team In Place**
- ✓ **Action Plans Developed**
- ✓ **Initial Funding Obtained**
- ✓ **Implemented/Ongoing**

Updated 01/21/03

SAN ANTONIO, INC - STRATEGY UPDATE

Goal 2: Promote a robust job creation environment.

Objective 2.2: Leverage resources for a more vibrant economy.

Strategy 2.2(1): Continue to support programs that connect education systems with employer needs, especially within targeted driver industries, with an emphasis on mathematics, science, and technology literacy.

Strategies and Entities:	Key Strategy Components/Initiatives – Current Status:	Upcoming Action Steps:	Desired Outcome/Results:
<p><u>Continue to support programs that connect education systems with employer needs, especially within targeted driver industries, with an emphasis on mathematics, science, and technology literacy.</u></p> <p>Office of the Mayor (lead entity) San Antonio, Inc. Partners</p>	<p>1) <u>Establish a Seamless “Pre-K through 16” System</u> - Increase high school graduation, higher education enrollment, and retention rates by aligning entry and graduation requirements throughout the education system.</p>	<ul style="list-style-type: none"> - Align entry-level university courses and placement exams with high school exit courses, especially in mathematics. - Expand use of best teaching practices through monthly meetings, summer institutes, annual summit and principal/educator surveys in math and science. - Offer key courses, such as college algebra, on-line to ease transition. 	<ul style="list-style-type: none"> - Increased communication between Pre-K – 12 and higher education. - Align educational efforts through a seamless Pre-K – 16 system to increase the high school graduation rate as well as the retention rate in higher education.
	<p>2) <u>Support and Expand the Academy Approach</u> - Provide a talent pipeline through Alamo Area Aerospace Academy, the Information Technology Security Academy, and future Academies by establishing industry-driven, dual-credit programs for high school juniors and seniors that prepare these students both for higher education and for skilled employment in the participating industries.</p>	<ul style="list-style-type: none"> - Incorporate a non-profit board to support and expand the Academy concept. - Seek additional funding from public and private sources. - Utilize resources from the Alamo Workforce Development Board. - Explore potential for Biosciences and Manufacturing Academies. 	<ul style="list-style-type: none"> - Increase opportunities for young San Antonians to have professional careers in San Antonio. - Provide college credits and exposure to occupations that demand a college education. - Involve employers in the participating industries to create a feedback loop on training programs.
	<p>3) <u>Increase Awareness of Future Workforce Needs Within Education Systems</u> – Reinforce the need for math, science and technology literacy as the new set of basic skills in a high-tech economy.</p>	<ul style="list-style-type: none"> - Incorporate examples and material from employers in Pre-K-12 curricula. - Support study groups, internships, exchanges and mentorships between teaching professionals and other professionals. 	<ul style="list-style-type: none"> - Promote mathematics, science and technology literacy for all of San Antonio. - Reintegrate learning into life of community and emphasize importance of life-long learning.
	<p>4) <u>Expand Partnerships with the Employer Education Council, including Implementation of the Live It! Character Campaign</u> – The Employer Education Council (EEC) can coordinate research and programs that benefit schools, students, and employers.</p>	<ul style="list-style-type: none"> - Implement <i>Live It!</i> Campaign in area high schools, middle schools and businesses. - Expand public and private sector support for EEC initiatives, including business surveys. 	<ul style="list-style-type: none"> - Engage business and research with education reform efforts to create a feedback loop on the quality of the graduating workforce.

- ✓ **Management Team Established**
- ✓ **Action Plans Developed**
- ✓ **Initial Funding Obtained**
- ✓ **Implementation – Partial/Ongoing**

Updated 2/12/03

SAN ANTONIO, INC - STRATEGY UPDATE

Goal 2: Promote a robust job creation environment.

Objective 2.2: Leverage resources for a more vibrant economy.

Strategy 2.2(2): Align workforce development programs with forecasted labor market needs of the targeted driver industries for the new economy.

Strategies and Entities:	Key Strategy Components/Initiatives – Current Status:	Upcoming Action Steps:	Desired Outcome/Results:
<u>Align workforce development programs with forecasted labor market needs of the targeted driver industries for the new economy.</u> Alamo Workforce Development (lead entity) ACCE Chambers of Commerce Hospital Council SA Inc. Partners UTHSCSA UTSA <i>Links for Additional Information:</i> <u>AWD web-site</u>	1) <u>Strategic Plan</u> - The Alamo Workforce Development Board is in the process of developing a strategic plan for the Alamo area workforce development system. The plan (5-7 pages) will identify 4-5 long-term ends/goals for the system, short-term goals, and objectives to measure progress.	- Draft strategic plan for regional workforce system released on January 23, 2003. Plan will then be rolled-out and presented to community stakeholder groups for review/comment and buy-in.	- A “local” strategic plan for workforce development that serves as a framework for aligning system components and efforts toward common goals.
	2) <u>Labor Market Information (LMI) Surveys</u> - AWDB is planning to launch a series of LMI surveys using a sectoral approach (based on driver industries). Survey businesses to collect information on hiring projections, wages, turnover, education & skill requirements, etc. Survey educational institutions to collect information on “supply” – current programs/capacity & map to employer needs.	- First survey planned is for health care. - Solicit input on survey design. - Secure support from key industry groups, chambers, and economic development organizations. - Market survey to employers to ensure high response. - Local labor market surveys delayed. Anticipate releasing bids in March, 2003. - Updating list of targeted industries and demand occupations. To be completed by end of March, 2003.	- Provide current, local and relevant labor market information to chambers and economic development organizations; identify gaps between employer needs and supply; provide information to education institutions to help ensure programs are offered in areas of need.
	3) <u>Health Care Initiative</u> - Initiative to help address the shortage of nurses. Secure funding to train existing nurses to become nursing instructors; provide training to incumbent workers to upgrade skills and move up career ladder to become nurses (e.g. LVN to RN).	- Develop/submit an H1B grant proposal to the U.S. Department of Labor (seeking \$3 million). - Work with colleges & universities to open new nurses program classes.	- Increase the supply of nurses to meet demand.

- ✓ **Management Team In Place**
- ✓ **Action Plans Developed**
- ✓ **Initial Funding Obtained**
- ✓ **Implementation – Partial/Ongoing**

Updated 01/27/03

SAN ANTONIO, INC - STRATEGY UPDATE

Goal 2: Promote a robust job creation environment.

Objective 2.2: Leverage resources for a more vibrant economy.

Strategy 2.2(3): Form a stronger partnership with industries, job training programs, Alamo Workforce Development, and City and County job programs to coordinate economic and workforce development policies.

Strategies and Entities:	Key Strategy Components/Initiatives – Current Status:	Upcoming Action Steps:	Desired Outcome/Results:
<u>Form a stronger partnership with industries, job training programs, Alamo Workforce Development, and City and County job programs to coordinate economic and workforce development policies.</u> Mayor's Office City Manager's Office (lead entities) AWD Bexar County San Antonio, Inc. Partners <i>Links for Additional Information:</i>	1) <u>Use SA Inc Goals as Platform to Coordinate Education, Industry Needs and Economic Development</u> – Establish a common vision to guide economic and human development efforts.	- Increase human development sector participation in SA Inc Boards and annual Economic Roundtable. - Increase awareness of economic development efforts and goals among Pre-K-12 faculty through study groups and summer institutes.	- Coordinate economic development efforts with education and job training efforts to better satisfy the future work-force needs.
	2) <u>Develop and Implement Benchmarks and Performance Standards</u> - Build accountability into human development system by establishing accurate measurement standards for service providers.	- Complete all benchmarks. - Train providers on use of the performance measures. - Require performance measurement as a condition of funding.	- Affirm the connection between economic development and education, workforce training programs. - Demonstrate need for additional services.
	3) <u>Utilize Existing City of San Antonio Programs to Promote Common Vision</u> - Use the SA Inc. goals and strategies as a foundation to “cross-train” City of San Antonio library, childcare and after-school care staff.	- Coordinate professional development opportunities in math, science and technology. - Expand Kinder Readiness program. - Align after-school care program with campus math, science and technology targets.	- Support common vision of math, science and technology education. - Link school district professional development with needs of City programs.

- ✓ **Management Team Established**
- ✓ **Action Plans Developed**
- ✓ **Initial Funding Obtained**
- ✓ **Implementation – Partial/Ongoing**

Updated 2/12/03

SAN ANTONIO, INC - STRATEGY UPDATE

Goal 2: Promote a robust job creation environment.

Objective 2.2: Leverage resources for a more vibrant economy.

Strategy 2.2(5): Identify, support, and champion public/private investment in infrastructure necessary to support growth of the targeted driver industries.

Strategies and Entities:	Key Strategy Components/Initiatives – Current Status:	Upcoming Action Steps:	Desired Outcome/Results:
<u>Identify, support, and champion public/private investment in infrastructure necessary to support growth of the targeted driver industries.</u> Greater SA Chamber San Antonio Mobility Coalition Inc. (co-lead entities) AACOG Bexar County Chambers COSA-EDD COSA-Public Works CPS MPO SAWS <i>Links for Additional Information:</i> N/A	1) <u>Capacity Expansion to Major Transportation Corridors</u> - Ensure that sufficient local, state, and federal funds are available to provide for current and future travel demand in the San Antonio Metropolitan Area.	- Evaluate availability of funds for highway expansion, transit and commuter rail, including, but not limited to, Bus Rapid Transit (BRT), commuter rail between SA and Austin, Kelly Parkway, Wurzbach Parkway, IH 35 East Corridor, Loop 1604 from IH 10 East to IH 10 West, and the US 281 Corridor.	- Construct highway, transit and rail facilities that will support the projected population and travel demand, including commercial shipping and travel between San Antonio and Austin.
	2) <u>Trans Texas Corridor and SH 130</u> - Ensure that the development and construction of SH130/Trans Texas Corridor will benefit - and not adversely affect - San Antonio.	- Evaluate the impact of the Trans Texas Corridor on the SA transportation system. - Determine the relationship that the completion of SH 130 to Seguin will have on development of the Trans Texas Corridor.	- Construction of additional through traffic facilities that will be beneficial to San Antonio.
	3) <u>Advanced Transportation District (ADT)</u> - Explore establishment of an ADT for the San Antonio area that will provide capability to improve transportation infrastructure.	- Seek modification of existing statutes. - Consider a sales tax referendum to fund an ADT.	- Legislation that will permit the allocation of sales tax revenues to fund transit system improvements, city street/county road maintenance and construction, and funds to leverage state and federal highway dollars.
	4) <u>Regional Mobility Authority (RMA)</u> – Establish an RMA for Bexar County to provide revenue for future toll roads.	- Conduct a toll road feasibility study to determine the best first candidate toll road. - Submit a petition to the Texas Transportation Commission requesting authorization to establish an RMA in Bexar County. - Evaluate benefits of entering an Interlocal Agreement between Bexar County, City of San Antonio and VIA on the operations of the RMA.	- Establishment of an RMA will provide additional sources of funds through the issuance of revenue bonds to build needed highway infrastructure.
	5) <u>General Obligation (GO) Bonds</u> – In conjunction with the next City of San Antonio and Bexar County bond initiatives, consider a set aside or stand alone bond program that will provide local funds (\$300 million) to leverage state and federal highway funds.	- Review proposal with City Council and Bexar County Court. Develop political consensus and support for proposal.	- Local funds will be available to leverage state/federal highway dollars and accelerate the construction of critical highway projects.
	6) <u>Private Sector Contributions</u> – Encourage, where appropriate, the private sector to donate right of way and the preliminary engineering necessary to construct new location highways.	- Establish a dialogue with private sector developers and landowners seeking cooperation and identifying incentives that will encourage private sector donations.	- Additional local contributions that can leverage additional state and federal highway funds.

7) <u>Storm Water Management</u> – Ensure stormwater management measures are in place, maximizing economic development potential. Ensure that development and redevelopment of infrastructure including State and Federally funded projects meet or exceed current development code requirements.	<ul style="list-style-type: none"> - Implement Interlocal Agreement between City, County, and San Antonio River Authority. - Include suburban cities and military installations. - Develop standard design and maintenance criteria to be applied throughout the entire region. 	<ul style="list-style-type: none"> - Management Guidance Document for use by all entities within the region for use in infrastructure development and redevelopment - Reduce potential flooding.
8) <u>Regional Flood Control and Water Quality Management Program</u> - Design and construct the first of several regional storm water facilities (RSWF) in areas of greatest impact (high development, flood history, etc.).	<ul style="list-style-type: none"> - Begin mapping process. - Begin watershed modeling process. 	<ul style="list-style-type: none"> - 2-foot contour intervals and county-wide watershed models for use by development community and public agency review. - Provide 100-year flood protection to all habitable structures. - Provide 24-hr by 365-days a year unflooded access to all major thoroughfares and roadways.
9) <u>General Obligation (GO) Bonds and Storm Water Revenue Bonds</u> – Develop funding mechanisms to support regional flood control and water quality management programs.	<ul style="list-style-type: none"> - Identify local drainage and regional storm water facilities for each watershed. - Prioritize projects based on criteria established and system benefits. - Propose projects for upcoming bond elections. - Identify use of Storm Water Revenue Bond capacity. - Identify all available State and Federal funding to maximize leveraging of local funding. 	<ul style="list-style-type: none"> - One-year and five-year watershed capital improvements master plan with project selection criteria based on regional benefit. - Increase in resources to address community wide health, safety, and welfare need (regional flood control).
10) <u>Partnerships With Private Developers (Regional Watershed)</u> – Explore opportunities with development community to implement regional watershed solutions and improvements.	<ul style="list-style-type: none"> - Take advantage of opportunities with development community to implement regional watershed solutions and improvements. 	<ul style="list-style-type: none"> - Effective evaluation of public/private partnership using regional watershed models. - Increase in public resources to provide leveraging capacity for private sector.
11) <u>Kelly USA Access</u> - Provide improved commercial access to Kelly USA's freight, rail, bus, and air transit facilities.	<ul style="list-style-type: none"> - Design and construct improvements to 36th Street from a 2 lane street to a 4 lane street with a continuous left turn lane. - Obtain funding for Kelly Parkway 	<ul style="list-style-type: none"> - Improved commercial vehicle access to Kelly USA from US 90.
12) <u>Southside Revitalization - Mission Trails Project</u> - Provide improved street and drainage infrastructure to San Antonio's Southside to spur economic development as well as recreational access to San Antonio's five historical missions.	<ul style="list-style-type: none"> - Design and construct drainage, street, and park improvements and connect San Antonio's missions to downtown San Antonio via 20 miles of pedestrian and bicycle trails and lanes. 	<ul style="list-style-type: none"> - Improved commercial and recreational access and mobility in San Antonio's Southside. - Provision of infrastructure is the foundation for future development.

<p>13) <u>Community Traffic Safety</u> – Recapitalize freeway lighting system; utilize current technology to improve and expand traffic control, surveillance, and communications capability.</p>	<ul style="list-style-type: none"> - Intelligent Transportation System Expansion. - Traffic Controller Upgrades. - Light Emitting Diodes. - New Traffic Signal/System Installation. 	<ul style="list-style-type: none"> - Overall direct and indirect financial and societal benefits exceeding costs. - Reduced maintenance requirements. - Improvement in coordination of arterial signals. - Reduced electrical consumption. - Assistance in meeting Senate Bill 5 requirements.
<p>14) <u>Multi-Modal Facilities</u> – Provide for design, construction and installation of new pavement marking and shoulders along existing roadways for bike use and the installation of bicycle detection equipment able to detect the presence of bikes at signalized intersections. Also provides for the development of a microsimulation traffic model for the central business district that would be a tool for use in evaluating traffic impacts of, as yet, unidentified proposed changes to the transportation network, e.g., temporary or permanent block closures and/or number of lanes.</p>	<ul style="list-style-type: none"> - Intelligent Transportation System Expansion. - Downtown Transportation Model. - Bike Facility Improvements. 	<ul style="list-style-type: none"> - Overall direct and indirect financial and societal benefits exceeding costs. - Increase in total number of facilities for bike users. - Reduced Mobile Source Pollutant Emissions (VOCs). - Reduced fuel consumption. - Increase in LOS A or B bike facilities. - Reduced motorist delay. - Reduced fuel consumption. - Increased traffic safety.
<p>15) <u>Maintain Existing Street Capacity</u> – Installation of vehicle video detection and existing signalized intersections that are lacking or have defective inductive loop detectors to improve intersection control and to allow greater use of “free” operation during the daily control period to reduce intersection delays and improve traffic flow.</p>	<ul style="list-style-type: none"> - Intelligent Transportation System Expansion. - Traffic Controller Upgrades. - Downtown Transportation Model. - Intersection Video Vehicle Detection. - Diamond Interchange Control. 	<ul style="list-style-type: none"> - Overall direct and indirect financial and societal benefits exceeding costs. - Reduced maintenance requirements. - Improvement in coordination of arterial signals. - Reduced motorist delay. - Reduced Mobile Source Pollutant Emissions (VOCs). - Reduced fuel consumption. - Increased traffic safety.

16) <u>Effective Efficiency Improvements</u> - Assume operation and maintenance of freeway diamond interchange traffic signals from the TxDOT to extend and improve arterial signal system progression across freeway interchanges.	<ul style="list-style-type: none"> - Intelligent Transportation System Expansion. - Traffic Controller Upgrades. - Light Emitting Diodes. - New Traffic Signal/System Installations. - Intersection Video Vehicle Detection. - Diamond Interchange Control. 	<ul style="list-style-type: none"> - Overall direct and indirect financial and societal benefits exceeding costs. - Reduced maintenance requirements. - Improvement in coordination of arterial signals. - Reduced electrical consumption. - Reduced maintenance. - Assistance in meeting Senate Bill 5 requirements.
17) <u>Electrical and Natural Gas System Development</u> - Encourage continued electric and natural gas system development to support regional economic growth.	<ul style="list-style-type: none"> - Support City Public Service in its efforts to pursue new technologies that support development of the electric & natural gas systems. 	<ul style="list-style-type: none"> - Safe, reliable, competitive energy services for San Antonio.
18) <u>Water Infrastructure</u> - Ensure that water infrastructure growth and expansion is aligned with potential growth areas and capable of sustaining targeted driver industries.	<ul style="list-style-type: none"> - Growth modeling and demographics planning. - Master Plan tracking and hydraulic modeling. - Development processing and monitoring. 	<ul style="list-style-type: none"> - Ability and capacity to serve growing areas and acquire targeted driver industries. Ability to have infrastructure ready to serve potential growth areas.
19) <u>Water Supply</u> - Implement a plan to solve the water supply issue by securing additional short-term and long-term water resources.	<ul style="list-style-type: none"> - Passage of Water Supply Fee in 2000 for the construction and development of additional water resources. - In 1998, after continuous input from city leaders and citizens, City Council approved a long-term water plan aimed at developing additional water resources, aggressive conservation, and protection of the Edwards Aquifer water. - In February 2002, SAWS began pumping from Trinity Aquifer/Oliver Ranch for the first non-Edwards water introduced into SAWS distribution network. 	<ul style="list-style-type: none"> - Simsboro Project. - Aquifer Storage and Recovery. - Western Comal Project. - Regional Carrizo. - LCRA Diversion. - Edwards Acquisition and Lease Program.

	20) <u>Water Conservation</u> - Implement effective water conservation and recycled water.	- Secure additional customers for recycled water.	- SAWS completed in 2002 the first phase of its system to recycle treated wastewater effluent for irrigation and industrial uses. In the near future, SAWS will develop Phase II of the system to provide interconnects between the two major trunk lines. Aggressive conservation programs include Kick The Can, Xeriscaping Rebates, Wash Right, Commercial Large Scale Retrofit Rebate, and Commercial Cooling Tower Audit. - 70 percent of the available 35,000 acre-feet of recycled water is under contract with on-going negotiation with large users such as UT Health Science Center.
	21) <u>Enhance Edwards Aquifer recharge.</u>	- SAWS works closely with EAA, SARA, and GBRA to develop recharge enhancement projects to increase available yield of the Edwards Aquifer.	- Sponsors received \$100,000 in federal funding for a reconnaissance level study of the Nueces River Watershed.

- ✓ Management Team In Place
- ✓ Action Plans Developed
- ✓ Initial Funding Obtained (Partial)
- ✓ Implementation - Partial/Ongoing

Updated 2/05/03

SAN ANTONIO, INC - STRATEGY UPDATE

Goal 3: Encourage economic equity and diversity.

Objective 3.1: Ensure small business opportunities in the new economy.

Strategy 3.1(1): Identify & eliminate barriers to ensure fair competition in government contracts.

Strategies and Entities:	Key Strategy Components/Initiatives – Current Status:	Upcoming Action Steps:	Desired Outcome/Results:
<p><u>Identify & eliminate barriers to ensure fair competition in government contracts.</u></p> <p>Alamo City Chamber SA Hispanic Chamber (co-lead entities) Bexar County Chambers of Commerce COSA-EDD Other Local Govt. Entities SA Business Opportunity Council Small Business Adv. Council South Central Texas Regional Certification Agency (SCTRCA) UTSA-SBDC</p> <p><i>Links for Additional Information:</i></p> <p>N/A</p>	<p>1) <u>Review Policies and Practices</u> – Review current contracting policies and practices to ensure the process does not bar participation or favor any one group. Review should include how bonding & insurance requirements are applied to City contracts.</p>	<p>- Conduct an assessment of the City and County's contracting and procurement policies and evaluate them against model programs in similar cities.</p> <p>- Review the updated Availability Study (completed Summer, 2002) to determine participation of small, minority, and women-owned businesses in government contracts.</p> <p>- Survey current and past vendors and contractors to determine what the barriers are from their perspective. Analyze results.</p>	<p>- Increase the diversity of businesses receiving government contracts.</p> <p>- Make the process more user-friendly.</p> <p>- Better understanding of the issues affecting fair competition.</p>
	<p>2) <u>Specific Feedback for Unsuccessful Bidders</u> – Establish a program or process that identifies and provides specific feedback to unsuccessful bidders on government contracts. This would allow a mechanism for both the bidder and staffs to further identify barriers.</p>	<p>- Determine ownership of where this program or process should be carried out.</p> <p>- Determine the resources needed.</p>	<p>- Better communication between bidders and staff.</p> <p>- Fair competition on contracts.</p>
	<p>3) <u>SMWBE Certification</u> – Identify and remove obstacles associated with the small, minority, and women-owned business certification process (private and public contracting) by streamlining and simplifying the procedures used to support business owners. Have small business owners serve on the SCTRCA Board of Directors to provide better accountability.</p>	<p>- Develop a matrix of current forms and requirements.</p> <p>- Convene a focus group of small business owners to identify obstacles and make recommendations.</p> <p>- Make recommendations for a simplified process for certification to be adopted by all agencies (State, County, City, VIA, CPS, etc).</p>	<p>- Ease of use to apply for certification which is applicable to all agencies.</p>

- ✓ **Management Team In Place**
- ✓ **Action Plans Developed**
- ❑ **Initial Funding Obtained**
- ❑ **Implementation – Starting 2003**

Updated 01/28/03

SAN ANTONIO, INC - STRATEGY UPDATE

Goal 3: Encourage economic equity and diversity.

Objective 3.1: Ensure small business opportunities in the new economy.

Strategy 3.1(2): Educate the small business community on ways to participate in the new economy (i.e. new technology and the targeted driver industries).

Strategies and Entities:	Key Strategy Components/Initiatives – Current Status:	Upcoming Action Steps:	Desired Outcome/Results:
<p><u>Educate the small business community on ways to participate in the new economy (i.e. new technology and the targeted driver industries).</u></p> <p>UTSA-SBDC (lead entity) ACCD ACCION Texas Chambers of Commerce COSA-EDD Free Trade Alliance SALDC SATAI Network SCORE United States SBA</p> <p><i>Links for Additional Information:</i></p> <p>www.northsachamber.com www.sachamber.org www.sshcc.org</p>	<p>1) <u>Small Business Outreach</u> – Conduct outreach to small businesses to inform them of available resources in the community:</p> <ul style="list-style-type: none"> a) Greater San Antonio Chamber of Commerce – Small Business Resource Center b) City of San Antonio – Economic Development Department c) U.S. Small Business Administration 	<ul style="list-style-type: none"> a) Opened Summer 2002; new director hired. b) One-stop services center under construction; partnerships being forged c) On-going activities. 	<ul style="list-style-type: none"> a) FY 2002 – 8 workshops, 126 attendees FY 2003 clients served (TBD) b) FY 2002 – 3,400 contacts, 52 workshops. FY 2003 – 3,450 contacts, 60 workshops c) FY 2002 – 870 contacts; FY 2003 – 950 contacts.
	<p>2) <u>Educational Programs - Key Business Practices</u> – Conduct educational programs for small businesses related to key business practices:</p> <ul style="list-style-type: none"> a) UTSA Institute for Economic Development b) Alamo Community College District – E-Force Training (basic computer literacy) c) Alamo Community College District - Women’s Business Center (marketing, management, finance, accounting, human resources, compliance, strategic planning, etc.) d) SCORE – Service Corps of Retired Executives e) ACCION Texas – Marketing, management, finance, accounting, human resources, compliance, strategic planning, etc. 	<ul style="list-style-type: none"> a) On-going offerings. b) On-going offerings. c) Ceased operations – no further activity. d) On-going offerings. e) On-going offerings. 	<ul style="list-style-type: none"> a) FY 2002 – 143 workshops, 3,067 attendees. FY 2003 – 140 workshops, 2,100 attendees. b) Seeking updated indicators for workshops and attendees. c) Ceased operations – no further activity. d) FY 2002 – 22 workshops, 337 attendees. FY 2003 – 22 workshops, 400 attendees. e) FY 2002 – 5 workshops, 65 attendees. FY 2003 – 4 workshops, 58 attendees.
	<p>3) <u>Specialized Education Programs</u> – Conduct specialized educational programs highlighting opportunities for small businesses in the new economy:</p> <ul style="list-style-type: none"> a) UTSA Institute for Economic Development b) City of San Antonio PTAC & SBEDA – Business Outreach Conferences c) International Seminars (Free Trade Alliance) 	<ul style="list-style-type: none"> a) On-going offerings. b) On-going offerings. c) On-going offerings. 	<ul style="list-style-type: none"> a) FY 2002 – 72 workshops, 854 attendees. FY 2003 – 67 workshops, 1,255 attendees. b) FY 2002 – 40 events, 22 conferences, 1,280 attendees. FY 2003 – 40 events, 22 conferences, 1,300 attendees. c) FY 2002 – 14 workshops; 678 attendees; 1 conference, 310 attendees. FY 2003 – 50 workshops.

	<p>4) <u>One-on-One Counseling</u> – Conduct one-on-one counseling for small businesses:</p> <ul style="list-style-type: none"> a) UTSA Institute for Economic Development b) City of San Antonio EDD – Small, Minority, and Women-Owned Business Assistance Programs c) City of San Antonio EDD – PTAC Business Issues d) City of San Antonio EDD – San Antonio Local Development Company e) ACCION Texas 	<ul style="list-style-type: none"> a) On-going counseling. b) On-going counseling. c) On-going counseling. d) On-going counseling. e) On-going assistance. 	<ul style="list-style-type: none"> a) FY 2002 – 2,630 clients, 3,617 research projects. FY 2003 – 2,620 clients, 4,164 research projects. b) FY 2002 – 710 clients; FY 2003 – 710 clients. c) FY 2002 – 825 clients; FY 2003 – 825 clients. d) FY 2002 – 622 clients; 212 loans (\$); FY 2003 – 775 clients; 265 loans. e) FY 2002 – 225 clients, 225 loans (\$); FY 2003 – 311 clients, 311 loans.
	<p>5) <u>Annual Events Highlighting New Economy</u> – Conduct annual events highlighting opportunities for small businesses in the new economy:</p> <ul style="list-style-type: none"> a) North SA Chamber of Commerce – Business Technology Summit b) Greater SA Chamber of Commerce – Health & Life Sciences Conference and Expo c) SA Hispanic Chamber of Commerce – Biosciences Conference d) SATAI – South Texas Funding Forum e) UTSA Institute for Economic Development – Swift III Tour f) UTSA Institute for Economic Development – Minority Enterprise Development (MED) Week 	<ul style="list-style-type: none"> a) Held 12/10/02 b) Held 0/07/02 c) Date TBD d) Held 11/07/02 e) Held 12/04-05/02 f) Held 10/17/02; Planned for 10/16/03 	<ul style="list-style-type: none"> a) Attendance - 600 b) Attendance - 750 c) Expected Attendance – 150 d) Expected Attendance – 350 e) Attendance – 145 f) Attendance – 323

- ✓ **Management Team In Place**
- ✓ **Action Plans Developed**
- ✓ **Initial Funding Obtained**
- ✓ **Implementation – Partial/Ongoing**

Updated 01/17/03

SAN ANTONIO, INC - STRATEGY UPDATE

Goal 3: Encourage economic equity and diversity.

Objective 3.1: Ensure small business opportunities in the new economy.

Strategy 3.1(3): Include small business in the development & expansion of targeted industry. Promote public/private sector contracting opportunities.

Strategies and Entities:	Key Strategy Components/Initiatives – Current Status:	Upcoming Action Steps:	Desired Outcome/Results:
<p>Include small business in the development & expansion of targeted industry. Promote public/private sector contracting opportunities.</p> <p>North San Antonio Chamber (lead entity) Central and South Texas Suppliers Dev. Council COSA-Various Departments SA Business Opportunities Council SATAI All SA Inc. Partners</p> <p><i>Links for Additional Information:</i></p> <p>N/A</p>	<p>1) <u>Promotion of Public/Private Sector Contracting Opportunities</u> – Create a broad and accessible system to promote public and private sector contracting opportunities. [Note: This strategy is contingent upon completion of 3.1(1).]</p>	<p>- Establish a low-tech medium such as a public access channel to facilitate the advertisement and promotion of public and private sector contracting/procurement opportunities.</p> <p>- Work with the Central and South Texas Suppliers Development Council on certification of minority-owned performance on contracts.</p>	<p>- Additional opportunities, bidding, and “wins” by local San Antonio small businesses.</p> <p>- Grow more targeted driver industry small business participants.</p>
	<p>2) <u>Business & Development Services Center</u> – Create Business & Development Services Center which is responsive, efficient, and accountable. [Note: See Strategy 2.1(1) for additional detail.]</p>	<p>- Integrate a concept of being responsive to customer needs.</p> <p>- Establish time lines for approval of permits.</p> <p>- Ensure all departments work together to process the workload in a timely manner (i.e. Concurrent Reviews as a daily process.)</p> <p>- Integrate the most current building development process and incorporate the latest technology to assure responsiveness.</p>	<p>- Establish a business-friendly climate that encourages economic development and a “can do” attitude.</p>
	<p>3) <u>SATAI Network</u> – Expand linkages and opportunities for small businesses with the SATAI network.</p>	<p>- Continue to encourage small businesses to participate in entrepreneurial boot camps, funding forums, technology forums, and other SATAI programs.</p>	<p>- More involvement by small businesses in the targeted driver industries.</p>

- ✓ Management Team Established
- ✓ Action Plans Developed
- ❑ Initial Funding Obtained
- ❑ Implementation

Updated 01/07/03

SAN ANTONIO, INC - STRATEGY UPDATE

Goal 3: Encourage economic equity and diversity.

Objective 3.1: Ensure small business opportunities in the new economy.

Strategy 3.1(4): Educate and encourage targeted driver industries on the benefits of small business utilization.

Strategies and Entities:	Key Strategy Components/Initiatives – Current Status:	Upcoming Action Steps:	Desired Outcome/Results:
<u>Educate and encourage targeted driver industries on the benefits of small business utilization.</u> Hispanic Chamber (lead entity) All SA Inc. Partners <i>Links for Additional Information:</i> www.sahcc.org	1) <u>Think Big Buy Small Ad Campaign</u> - A public campaign launched to highlight the capabilities, breath, scale and vitality of San Antonio's small and minority owned businesses. Currently pending procurement of additional sponsorships to be able to relaunch.	- The Think Big Buy Small Ad Campaign was launched Jan. 16, 2000 and ran through Feb. 16, 2002 with a focus on the size and quality of small business.	- Increase the visibility of small businesses and that of the Hispanic Chamber.
	2) <u>Procurement Program for Small Businesses</u> - Establishing working relationships with the area's largest companies to capture the mutual benefits of effective small and minority-owned businesses in the most rapidly expanding industry sectors. To date, 31 company visits have been made.	- Continue building existing relationships and putting small businesses in contact with the appropriate contracting agents.	- To establish working relationships with different public/private sectors on behalf of our small business members and encourage these sectors to utilize local small business. To see an increase in small business goals among large companies.

- ✓ **Management Team Established**
- ✓ **Action Plans Developed**
- ✓ **Initial Funding Obtained**
- ✓ **Implementation – Partial/Ongoing**

Updated 01/21/03

SAN ANTONIO, INC - STRATEGY UPDATE

Goal 3: Encourage economic equity and diversity.

Objective 3.1: Ensure small business opportunities in the new economy.

Strategy 3.1(5): Assess the City's Small, Minority, & Women-Owned Business Advocacy Program.

Strategies and Entities:	Key Strategy Components/Initiatives – Current Status:	Upcoming Action Steps:	Desired Outcome/Results:
<u>Assess the City's Small, Minority, & Women-Owned Business Advocacy Program.</u> COSA-EDD (lead entity) Bexar County COSA-City Council Neighborhood & Small Business Committee COSA-City Manager's Office COSA-Small Business Advocacy Committee UTSA-SBDC <i>Links for Additional Information:</i> http://www.sanantonio.gov/edd	1) <u>Review Policy and Program Implementation</u> - Review current policy, program implementation, and operational processes to ensure the most aggressive and effective program for small business participation.	- Conduct a technical assessment of the City's Small, Minority & Women-Owned Business Advocacy Program and adjust the policy to correspond to the most recent judicial rulings and evolution of law and practice. The last major review was done in 1993 and it is useful to do a top-to-bottom review after eight years to incorporate the latest and most current methods.	- To re-establish the program and apply "best-practices" processes and methodologies utilized by other public sector organizations and the private sector given recent changes in this area.
	2) <u>Assess the 2002 Availability Study</u> – Review and assess the recently completed Availability Study that benchmarks participation of small, minority & women-owned business in public contracting in San Antonio.	- Hire consultant to review results and develop recommendations for state-of-the-art program requirements.	- Same as above.
	3) <u>Streamline Processes</u> - Streamline and simplify the processes and procedures used to support business owners.	- Development and Business Services Center currently under construction will provide the opportunity to streamline the development process and improve services by co-locating business support organizations into a centralized location.	- To remove bureaucratic requirements that become barriers to successful small business development and expansion.

- ✓ **Management Team In Place**
- ✓ **Action Plans Developed**
- ✓ **Initial Funding Obtained**
- ✓ **Implementation – Partial/Ongoing**

Updated 02/04/03

SAN ANTONIO, INC - STRATEGY UPDATE

Goal 3: Encourage economic equity and diversity.

Objective 3.1: Ensure small business opportunities in the new economy.

Strategy 3.1(6): Enhance access to capital and credit for small business.

Strategies and Entities:	Key Strategy Components/Initiatives – Current Status:	Upcoming Action Steps:	Desired Outcome/Results:
<p><u>Enhance access to capital and credit for small business.</u> COSA-EDD (lead entity) COSA-Neighborhood and Small Business Committee COSA-Small Business Advocacy Committee SALDC SBA</p> <p><i>Links for Additional Information:</i></p> <p><u>COSA-EDD Small Business Services</u></p>	<p>1) <u>Marketing Program</u> - Establish a marketing program to increase local bank participation in the Small Business Administration loan programs.</p>	<p>- SALDC (an SBA lender) to implement marketing plan which includes co-marketing with SBA, Accion, CDLF and Banks. SALDC will hire a marketing consultant who can assist in the development of a pamphlet to include Accion, CDLF, and SALDC. Due to their administration of SBA loan programs, Accion and SALDC continue to partner with SBA in efforts to increase bank participation. SALDC is in discussions with banks about joint marketing opportunities.</p>	<p>- The marketing plan will focus on educating bankers & borrowers on the advantages of SBA programs.</p>
	<p>2) <u>Securization of Small Business Loans</u> - Enact a policy to increase the prospect for securization of small business loans to include:</p> <ol style="list-style-type: none"> 1. Supporting State initiatives that allow national banks, federal thrifts, and credit unions to invest more in such securities; 2. Preempting state registration requirements and investment restrictions; and 3. Reducing risk-based capital requirements. 	<p>- Develop a plan to make use of the U.S. Treasury New Markets Tax Credit. There are still many issues to be resolved on the U.S. Treasury's part on this program. SALDC and CDLF are investigating those issues.</p>	<p>- SALDC would originate loans for the sale to for profit certified development entities which would be securitized by New Markets Tax Credits.</p>

- ✓ **Management Team Established**
- ✓ **Action Plans Developed**
- ✓ **Initial Funding Obtained**
- ✓ **Implementation – Partial/Ongoing**

Updated 01/16/03

SAN ANTONIO, INC - STRATEGY UPDATE

Goal 3: Encourage economic equity and diversity.

Objective 3.1: Ensure small business opportunities in the new economy.

Strategy 3.1(7): Create an entrepreneurial curriculum in the area high schools to focus on teaching the City's youth the basics of business management and finance.

Strategies and Entities:	Key Strategy Components/Initiatives – Current Status:	Upcoming Action Steps:	Desired Outcome/Results:
<p><u>Create an entrepreneurial curriculum in the area high schools to focus on teaching the City's youth the basics of business management and finance.</u></p> <p>Lead entity (TBD) Chambers of Commerce City of San Antonio San Antonio Education Partnership School Districts</p> <p><i>Links for Additional Information:</i></p> <p>N/A</p>	<p>1) <u>High-School Entrepreneurial Curriculum</u> – Create an entrepreneurial curriculum in area high schools to focus on teaching the City's youth the basics of business management and finance. San Antonio's minority population traditionally has had career paths focused in services industries, civil service, and "blue-collar" work. As a result, many individuals in the minority community have not shared the opportunities of entrepreneurship. The program should be modeled after the National Endowment for Financial Education High School Financial Planning Program – an existing program designed to teach the basics of personal finance to young people. The objective of this recommendation is to instill entrepreneurial skills to our City's youth (especially to minority students) while they are developing attitudes and habits that will influence them as adults. [Note: Text is from page 33 of the <i>Mayor's Blue Ribbon Commission Report</i>, April 2002.]</p>	<ul style="list-style-type: none"> - Consult with the National Endowment for Financial Education for a proposed curriculum. - Evaluate and review the Project Phoenix model in order to incorporate and integrate the key provisions of this program. - Meet with area school superintendents to present a proposal and to discuss implementation of the program. - Implement a "pilot" program at three inner city high schools. - Implement "large-scale" program at targeted inner city high schools. 	<ul style="list-style-type: none"> - Enhance student knowledge of the basics of business management and finance.

- ☐ Management Team Established
- ☐ Action Plans Developed
- ☐ Initial Funding Obtained
- ☐ Implementation – Partial/Ongoing

Updated 02/05/03

SAN ANTONIO, INC - STRATEGY UPDATE

Goal 3: Encourage economic equity and diversity.

Objective 3.2: Promote revitalization in targeted areas.

Strategy 3.2(1): Implement the KellyUSA Initial Base Adjustment Strategic Committee (IBASC) Strategic Plan.

Strategies and Entities:	Key Strategy Components/Initiatives – Current Status:	Upcoming Action Steps:	Desired Outcome/Results:
<p>Implement the KellyUSA Initial Base Adjustment Strategic Committee (IBASC) Strategic Plan.</p> <p>GKDA (lead entity) AACOG Chambers of Commerce COSA-EDD EDF UTSA-SBDC</p> <p><i>Links for Additional Information</i></p> <p>www.kellyusa.com</p>	<p>1) <u>Create or retain at least 21,000 good paying jobs by the year 2006.</u> Leased over 6.8 million square feet of space to date, which has created or retained a total of over 12,000 jobs.</p>	<p>- Aggressively market the remaining 4.1 million square feet of facility space by marketing available financial incentives to prospective tenants.</p> <p>- Encourage and assist with the expansion of current tenants to aid in the creation of an additional 9,000 jobs needed to reach the goal.</p>	<p>- Creation of 21,000 good paying jobs.</p>
	<p>2) <u>Identify and obtain funding from federal, state, local, and private sources to implement the KellyUSA vision.</u> GKDA has been successful in identifying and receiving funding from HUD, the Air Force, the Economic Development Administration, the Office of Economic Adjustment, bond sales, and financial institutions to implement the KellyUSA vision. These efforts amount to over \$95 million in funding sources for tenant upgrades, new construction, demolition and other projects. GKDA needs additional funds allocated for projects such as Kelly Parkway, infrastructure, facility upgrades, and rail development.</p>	<p>- Aggressively work towards generating additional revenue from various sources such as federal legislation, grants, leases, and other creative funding initiatives.</p>	<p>- Creation of a self-sufficient business park with reserve income to meet the needs of facility upgrades for marketing purposes.</p>
	<p>3) <u>Ensure continuing citizen and neighborhood input into the Kelly redevelopment planning and decision making process.</u> GKDA has a staff position responsible for the dissemination of information to the public and community outreach. This individual continues to work with the media as well as hosting a public access cable program to keep the community informed on issues such as health, environmental, water and other significant community issues. Community fairs and public meetings have been held among the surrounding neighborhoods to receive input into the KellyUSA planning process.</p>	<p>- Increase participation with neighborhood and business groups.</p> <p>- Continue publication of KellyUSA newsletter to keep community informed of redevelopment issues.</p> <p>- Coordinate Kelly Parkway issues with potentially affected community.</p>	<p>- Creation of a more knowledgeable and informed community that supports KellyUSA redevelopment efforts.</p>

- ✓ Management Team In Place
- ✓ Action Plans Developed
- ✓ Initial Funding Obtained
- ✓ Implementation – Partial/Ongoing

Updated 01/16/03

SAN ANTONIO, INC - STRATEGY UPDATE

Goal 3: Encourage economic equity and diversity.

Objective 3.2: Promote revitalization in targeted areas.

Strategy 3.2(2): Leverage physical/intellectual assets of our research & education institutions to promote growth and development.

Strategies and Entities:	Key Strategy Components/Initiatives – Current Status:	Upcoming Action Steps:	Desired Outcome/Results:
<p><u>Leverage physical/intellectual assets of our research & education institutions to promote growth and development.</u></p> <p>SATAI Network (lead entity) Brooks City-Base Chambers of Commerce COSA-EDD San Antonio EDF SFBR SWRI Texas Research Park UTHSCSA UTSA</p> <p><i>Links for Additional Information:</i> SATAI Home Page</p>	1) <u>Early Stage Companies</u> - Assist early stage companies organize, acquire technology, and obtain funding through program patterned after San Diego's Connect SpringBoard program and Oklahoma's Technology Commercialization Center.	- Establish operating procedures, hire staff and get commitment from volunteers, stakeholders and partners implement the program.	- Within three years provide hands-on assistance to 30 to 40 companies per year.
	2) <u>Angel Investor Network</u> - Provide administrative services to Angel San Antonio investor network to screen and groom early stage companies for seed money capitalization.	- Establish operating procedures, hire staff, and get commitment from volunteers to run program.	- Within three years see at least 20 companies per year qualify for private investor capital.
	3) <u>Seed Money Venture Capital Funds</u> - Establish one or more seed money venture capital funds.	- Determine feasibility of funding seed money venture capital fund from bank CRA money and other sources. - Establish working relationship with Houston-based Life Sciences Fund.	- Within two years have at least one seed money venture capital fund started. Establish working relationships with at three other Texas based venture capital funds.
	4) <u>Technology Transfer</u> - Encourage pro-active technology transfer functions at our major research institutions.	- Participate on Advisory Board of Office of Technology Ventures. - Encourage collaborative efforts to commercialize technologies from UTSA, Brooks AFB, SWRI and SWFBR.	- Within 3 years increase the licenses of technology to San Antonio based companies by a factor of at least two.
	5) <u>Doctoral Research Programs</u> - Support initiatives at our research institutions to increase the number of doctoral research programs in San Antonio.	- Support initiatives at UTSA to obtain funding for their Bioengineering Program. - Support joint initiative of UTSA and UTHSCSA to obtain state funding for joint Life Sciences Institute. - Encourage leaders of UTSA and UTHSCSA to aggressively seek major funding (in the order of \$100 million) from local individuals to fund endowed chairs and attract national scientific leaders to San Antonio.	- Within three years see our research institutes increase their federal funding by more than 33%.

- ✓ Management Team In Place
- ✓ Action Plans Developed
- ✓ Initial Funding Obtained
- ✓ Implementation – Partial/Ongoing

Updated 12/18/02

SAN ANTONIO, INC - STRATEGY UPDATE

Goal 3: Encourage economic equity and diversity.

Objective 3.2: Promote revitalization in targeted areas.

Strategy 3.2(3): Continue S.A. River Channel Improvements Project to create a continuous park from Brackenridge Park to Mission Espada.

Strategies and Entities:	Key Strategy Components/Initiatives – Current Status:	Upcoming Action Steps:	Desired Outcome/Results:
<p><u>Continue S.A. River Channel Improvements Project to create a continuous park from Brackenridge Park to Mission Espada</u></p> <p>San Antonio River Authority (lead entity) Bexar County COSA-EDD COSA-CVB COSA-Parks US Army Corps of Engineers (COE) San Antonio River Oversight Committee (SAROC)</p> <p><i>Links for Additional Information:</i> www.sanantonioriver.org</p>	<p>1) <u>Construction of Downtown Reach of San Antonio River Improvements Project, Houston Street to Lexington Avenue</u> - Phase I Complete; Phase II Completed October 15, 2002.</p>	<p>- Ensure continued funding for maintenance of project by City Parks and Recreation Department.</p>	<p>- High quality design, function, and maintenance of this improved section of the San Antonio River by October 2002 to complement and continue attracting diverse, quality businesses to the downtown River Walk area.</p>
	<p>2) <u>Preliminary Design, Mission and Museum Reaches, San Antonio River Improvements Project</u> - Development of the preliminary design for the Historic Mission and Museum reaches began in 2002 and will continue through April 2003. Process includes extensive public input phase to promote community involvement in the design of the flood control, environmental restoration and amenity components of the project.</p>	<p>- Preliminary designs for both reaches of the project will be completed in April 2003 and will be presented to the Bexar County Commissioners Court in Spring 2003 for approval to proceed to final design in defined sections of project. - Secure continued local funding for project implementation from City and County over the remaining eight years of project.</p>	<p>- Completion by 2010 of 13 miles of SA River improvements and restoration that reflect the diverse business, neighborhood, and cultural elements along the River; set the framework for new, urban neighborhoods and commercial development; offer enhanced and diverse recreational opportunities; and offer enhanced flood control protection for urban businesses and neighborhoods.</p>
	<p>3) <u>Eagleland Project, San Antonio River Channel Improvements Project, Guenther Street to Lone Star Boulevard</u> - Project is a San Antonio River environmental restoration project in partnership with the U.S. Army Corps of Engineers (COE) and in conjunction with the above-referenced local- and state-funded river improvement projects.</p>	<p>- Completed Planning Design Analysis Phase in September 2002. - Begin construction in early 2003. - Secure approval of County for proportionate local share in FY 03 budget and of City in FY 04 budget.</p>	<p>- Completion by Summer 2004 of river restoration project from Guenther Street to Lone Star Boulevard resulting in enhanced flood control protection for urban businesses and neighborhoods, recreational opportunities, and hike and bike trails along the SA River.</p>
	<p>4) <u>COE General Re-Evaluation Study</u> - Study by COE is first step in determining future federal funding levels for the Eagleland reach of the San Antonio River Improvements Project. Total federal contribution over the life of the project could be more than \$30 million.</p>	<p>- COE is expected to complete the initial phase of the study in 2003 to determine the federal funding level. - Seek County funding match following COE's designation of funding level.</p>	<p>-Funding from COE and County funding match totaling \$1.6 million for environmental restoration and flood control components of Eagleland project.</p>
	<p>5) <u>Final Design on San Juan Diversion to Espada Dam; Lone Star Boulevard to San Pedro Creek; and Brooklyn Avenue to Lexington Avenue with Brooklyn Dam segments of the Mission and Museum Reaches.</u></p>	<p>- Seek authorization to proceed into final design in Summer/Fall 2003 following the completion and approval of the preliminary designs. - Coordinate schedule and funding authorizations with COE, County, and City.</p>	<p>- Simultaneous and equitable development of the Mission and Museum reaches.</p>

- ✓ Management Team Established
- ✓ Action Plans Developed
- ✓ Initial Funding Obtained
- ✓ Implementation – Ongoing through 2010

Updated 01/02/03

SAN ANTONIO, INC - STRATEGY UPDATE

Goal 3: Encourage economic equity and diversity.

Objective 3.2: Promote revitalization in targeted areas.

Strategy 3.2(4): Continue implementation of the Downtown Strategic Plan.

Strategies and Entities:	Key Strategy Components/Initiatives – Current Status:	Upcoming Action Steps:	Desired Outcome/Results:
<p><u>Continue implementation of the Downtown Strategic Plan.</u> COSA-EDD (lead entity) Downtown Alliance</p> <p><i>Links for Additional Information:</i></p> <p><u>Downtown Alliance SA</u> <u>Central San Antonio - PID</u> <u>SA Area Tourism Council</u> <u>The San Antonio River Walk</u></p>	<p>1) <u>Downtown Housing</u> – Institute a comprehensive program of incentives that will promote the development of a variety of housing types made available to different income levels.</p>	<p>- Seek City Council approval of development agreement and seek funding for the Victoria Courts redevelopment project.</p>	<p>- By the end of the decade, create a thriving community of over 800 households on the former Victoria Courts site.</p>
	<p>2) <u>San Antonio River & San Pedro Creek Improvements</u> – Continue implementing planned improvements for the downtown sections of the San Antonio River and San Pedro Creek.</p>	<p>- Continue implementation of San Antonio River Channel Improvements and continue design phase of the San Antonio River Improvements Project (particularly the Museum Reach).</p>	<p>- Complete river channel improvements and complete design phase of the Museum Reach River Improvement Project by 2004.</p>
	<p>3) <u>Historic Civic Center Master Plan</u> – Continue to pursue objectives from the 1992 Plan along with other proposals to enhance area from Plaza de las Islas to Market Square. Architects are currently developing a renovation plan for the Plaza that includes improvements to public space, landscaping, and possible traffic changes.</p>	<p>- Coordinate funding and implement renovations to public buildings, public spaces and cultural facilities over the next 2 years.</p>	<p>- By 2005, complete renovations to: City Hall, County Courthouse, Municipal Plaza Building, San Fernando Cathedral, Centro de Artes Building and Plaza de las Islas. Complete construction of Cathedral Community Centre and rectory buildings.</p>
	<p>4) <u>Enhance Wayfinding System</u> – Provide a useful and attractive system of signage to assist locals and visitors in finding their way and learning about downtown and its attractions.</p>	<p>- Funding from public and private sources has been secured that will enable the City to implement the system. Awaiting final authorization from City Council in January.</p>	<p>- By 2004, place wayfinding signage throughout downtown core area and begin promoting system to locals and visitors as another useful amenity.</p>

- ✓ **Management Team In Place**
- ✓ **Action Plans Developed**
- ✓ **Initial Funding Obtained**
- ✓ **Implementation – Partial/Continuing**

Updated 1/02/03

SAN ANTONIO, INC - STRATEGY UPDATE

Goal 3: Encourage economic equity and diversity.

Objective 3.2: Promote revitalization in targeted areas.

Strategy 3.2(5): Continue implementation of the Neighborhood Commercial Revitalization (NCR) programs.

Strategies and Entities:	Key Strategy Components/Initiatives – Current Status:	Upcoming Action Steps:	Desired Outcome/Results:
<p><u>Continue implementation of the Neighborhood Commercial Revitalization (NCR) Programs.</u></p> <p>COSA-Neighborhood Action Department (lead entity) Austin Highway Revitalization Project, Inc. Avenidas, Inc. Community Economic Revitalization Agency, Inc. Jefferson/Woodlawn Lake CDC Mainstreet Alliance of San Antonio/Southtown MidTown on Blanco</p> <p><i>Links for Additional Information:</i></p> <p><u>Neighborhood Action Department Web-Site</u></p>	<p>1) <u>Revitalization Projects</u> - There are five nonprofit organizations (listed left) currently implementing NCR Revitalization Projects in eight target areas: Austin Highway, Deco District, EastTown @ Commerce, Historic East Houston, New Light Village, MidTown on Blanco, Presa Real, and Southtown. Southtown (the oldest Revitalization Project) is scheduled to complete their six-year contract on 12/31/04. Austin Highway (the newest Revitalization Project) is scheduled to complete their contract in 9/30/07.</p>	<p>- Focus on building capacity of existing organizations, move aggressively to create visible change in the areas through the Operation Facelift Program, undertake a professional assessment of the NCR Program through Eichenfield & Associates Consulting and implement appropriate changes based on recommendations (expected completion April 03).</p>	<p>- The current NCR Revitalization Projects have realized \$566,350 in private investment and 56 new jobs (through March 2002). For FY 2002, the NCR Program's adopted goal of \$2.475 million includes a target goal of \$275,000 for each Revitalization Project area.</p>
	<p>2) <u>Partnership Projects</u> - Currently there are two Partnership Project groups: Ft. Sam Houston Gateway Business Association, and St. Paul Square Association. The Ft. Sam Houston Gateway Business Association and St. Paul Square organizations have been working to build capacity and conduct special events.</p>	<p>- Implement Partnership Project selection, award two \$5,000 grants for new projects, and continue working with existing projects to build capacity, community interest and commitment for participation as Revitalization Project.</p>	<p>- One Partnership Project may be selected a Revitalization Project grant in 2003. As a result of 2001 NCR Program Review only one new Revitalization Project will be awarded annually from among Partnership Project groups.</p>
	<p>3) <u>Operation Facelift</u> - Provides reimbursement grants to help property and business owners repair and rehabilitate facades within targeted business districts. Operation Facelift has funded 3 grants totaling \$21,310 and leveraged a total of \$173,691 of private sector reinvestment on completed improvements. Another 4 grants totaling \$46,865 have been awarded and construction of these projects will be completed by the close of this fiscal year. These 4 grants could leverage another \$328,000 in private investment.</p>	<p>- Continue to promote Operation Facelift Program and seek additional resources for grant funds through new partnerships with corporations and foundations.</p>	<p>- Leverage private investment in target areas. Facilitate overall Revitalization Project goals. Encourage use and reuse of existing building assets.</p>
	<p>4) <u>Networking/Education Forums</u> - NCR participants meet monthly to exchange ideas and solve problems in order to strengthen their ability to implement revitalization strategies. Six Education Forums are held annually to provide information on best practices related to economic and small business development, inner city revitalization, and board and volunteer development. In addition, the Program partners with organizations such as the Non-Profit Resources Center and Citibank to provide additional training.</p>	<p>- Continue to provide networking opportunities and work with NCR participants to plan education programs directed to area businesses and participant's boards and staff.</p>	<p>- Build self-sustainability and capacity of non-profit organizations to operate without City funds.</p>

- ✓ **Management Team In Place**
- ✓ **Action Plans Developed**
- ✓ **Initial Funding Obtained**
- ✓ **Implementation – On-going since 1999**

Updated 01/21/03

SAN ANTONIO, INC - STRATEGY UPDATE

Goal 3: Encourage economic equity and diversity.

Objective 3.2: Promote revitalization in targeted areas.

Strategy 3.2(6): Leverage community resources to create economic development in the City's Federal Empowerment Zones (EZ), State Enterprise Zones (EZ), and Defense Zones (DZ).

Strategies and Entities:	Key Strategy Components/Initiatives – Current Status:	Upcoming Action Steps:	Desired Outcome/Results:
<p><u>Leverage community resources to create economic development in the City's Federal Empowerment Zones (EZ), State Enterprise Zones (EZ), and Defense Zones (DZ).</u></p> <p>COSA-EDD (lead entity) Brooks City-Base COSA-NAD KellyUSA San Antonio EDF</p> <p><i>Links for Additional Information:</i></p> <p><u>City of San Antonio - EDD Incentive Programs - EDD</u></p>	<p>1) <u>Defense Economic Readjustment Zones</u>: The State has approved two Defense Zones for San Antonio. One zone encompasses KellyUSA and portions of Brooks City-Base. The second zone overlays KellyUSA only. The City can nominate two defense zone projects per zone to the State. Companies that are eligible as defense zone projects are those that locate or expand business operations within a zone. Designated companies receive state sales and use tax refunds up to \$1.25M over 5 years based on job creation up to 500 jobs, as well as franchise tax credits based on investment and job creation. The City has used 2 of the 4 defense zone projects for Boeing and Lockheed Martin at KellyUSA. To date Boeing has created over 2,000 jobs and Lockheed Martin and its partners over 1,300 jobs. The remaining two projects must be used by July 2007.</p>	<p>- Continue to offer the remaining defense zone projects to business prospects seeking location and or expansion at KellyUSA and Brooks City-Base.</p>	<p>- Leverage the State Defense Economic Readjustment Zone program to create jobs and investment in the targeted Southside areas of KellyUSA and Brooks City-Base.</p>
	<p>2) <u>State Enterprise Zone Program</u>: San Antonio has four state-designated Enterprise Zones (EZ), including the federal Enterprise Community. These zones encompass economically distressed areas in the inner city and adjacent areas to the east, west and south. Companies that are eligible as EZ projects are those that locate or expand business operations within an EZ. These projects are also available to companies locating on Brooks City-Base and KellyUSA. Designated companies receive state sales and use tax refunds up to \$1.25M over 5 years based on job creation up to 250 jobs, as well as franchise tax credits based on investment and job creation. The City can nominate up to 6 EZ projects each biennium for State designation. Since 1988, 17 EZ projects have been approved with 5 currently active. There are 4 EZ projects available for designation by August 31, 2003.</p>	<p>- The City is currently reviewing an application for EZ designation involving a hotel project in the Eastside EZ, just east of Sunset Station on Commerce Street. The City will continue to market the EZ program to companies seeking to locate or expand business operations in San Antonio.</p>	<p>- Leverage the State Enterprise Zone program to create jobs and investment in the economically distressed areas of the City, including the inner city and adjacent areas to the east, south and west.</p>
	<p>3) <u>Empowerment Zone</u>: In January 2002, the City of SA was designated a federal empowerment zone. The designated area includes the federal enterprise community (inner city) and three developable sites (KellyUSA/Van de Walle, Brooks City-Base and the Fredericksburg Road Corridor). Companies located (current and future) in the federal EZ receive wage credits, tax incentives and low interest bond financing provided they hire 35% zone residents and meet minimum capital investment requirements. The City's Economic Development Dept. has established an office to administer and market the federal EZ program.</p>	<p>- Develop and execute a marketing strategy for EZ businesses and business prospects seeking to locate in the EZ. - Conduct a series of community-wide training and orientation workshops for EZ businesses (March – October 2003). - Establish a community EZ Advisory Board (March 2003).</p>	<p>- Leverage the federal EZ designation and program benefits to create jobs and investment in the inner city, KellyUSA, Brooks City-Base and the Fredericksburg Road Corridor.</p>

- ✓ **Management Team In Place**
- ✓ **Action Plans Developed**
- ✓ **Initial Funding Obtained**
- ✓ **Implementation – Partial/Ongoing**

Updated 01/22/03

SAN ANTONIO, INC - STRATEGY UPDATE

Goal 3: Encourage economic equity and diversity.

Objective 3.2: Promote revitalization in targeted areas.

Strategy 3.2(7): Finalize and implement strategy for Brooks City-Base, a technology and business center.

Strategies and Entities:	Key Strategy Components/Initiatives – Current Status:	Upcoming Action Steps:	Desired Outcome/Results:
<p><u>Finalize and implement strategy for Brooks City-Base, a technology and business center.</u></p> <p>Brooks Development Authority (lead entity) AACOG COSA-EDD COSA-Asset Management State and Federal Legislative Delegation TEES UTSA SBDC</p> <p><i>Links for Additional Information:</i></p> <p><u>Brooks City-Base</u></p>	<p>1) <u>Creation/Growth of Technology Businesses</u> - Create a positive economic development environment by fostering creation and growth in technology businesses in Brooks City-Base and South San Antonio.</p>	<ul style="list-style-type: none"> - Create formal linkages between Brooks City-Base, Stinson, and KellyUSA encouraging collaborative efforts. - Provide facilities that are both affordable and suitable for technology businesses. - Support AF in receiving funds for Tri-Service Research Lab. - Foster the creation of the Brooks City-Base Center for Homeland Security. 	<ul style="list-style-type: none"> - Significantly impact the South San Antonio economy by providing jobs for South San Antonio. - Work with the City and AFOPO to develop a marketing brochure with all of the benefits and assistance that will be given to companies locating at Brooks, i.e. the Empowerment Zone, partnerships created in the convergent technologies, prototyping/production/manufacturing assistance programs, and mentoring-protégé program.
	<p>2) <u>Incubation of New Technologies</u> - Support the development and maintenance of physical and intellectual assets to incubate and grow new technologies.</p>	<ul style="list-style-type: none"> - Creation of BCB Technology Transfer Center leveraging existing capabilities (UTSA, SBDC, TEES, and AFOPO). - Assist in the recruitment of Homeland Security Center at City-Base. - Pursue designation as a DOE Regional Application Center for Combined Heat and Power (CHP). - Promote development of an Efficient Facility Institute (EFI). 	<ul style="list-style-type: none"> - Physical and virtual incubators supported either by a for-profit or not-for-profit BDA corporation. - Market to DOD and Federal Agencies to attract homeland defense agencies.
	<p>3) <u>Biotechnology Research Capability</u> - Secure long-term viability of the biotechnology research capability at Brooks City-Base.</p>	<ul style="list-style-type: none"> - Incorporate best commercial practices and price for the support of Air Force tenant. - Facilitate collaborative R&D with local businesses. - Support Vaccine Production Facility initiative by partnering with the AF Outreach Program Office and DOC to establish a Prototyping/Production Assistance Office that supports the City-Base and attracts other cluster industries. 	<ul style="list-style-type: none"> - Cut Air Force overhead costs enough to prevent realignment of Air Force R&D at Brooks City-Base. - Develop tools both in real and intellectual property to show and encourage businesses to work with the Air Force and other entities at Brooks.

	4) <u>Workforce Development</u> – Provide an educated workforce for technology businesses.	<ul style="list-style-type: none"> - ACCD video classroom. - Develop UTSA's Bio Technician Training Lab in Building 175W. - Cosponsor ACCD's e-FORCE wireless business training. - Assist ACCD expansion of fuel cell technology technician training. 	<ul style="list-style-type: none"> - Provide off campus students benefit of campus training. - Technicians trained to work in bio and clean labs. - Small businesses receive digital workforce training. - Facilitate ACCD/UTSA Biotech/Biomedical training.
--	--	---	--

- ✓ **Management Team In Place**
- ✓ **Action Plans Developed**
- ✓ **Initial Funding Obtained**
- ✓ **Implementation – Partial/Continuing**

Updated 01/15/03

SAN ANTONIO, INC - STRATEGY UPDATE

Goal 3: Encourage economic equity and diversity.

Objective 3.2: Promote revitalization in targeted areas.

Strategy 3.2(8): Identify social issues which may be addressed as business opportunities (e.g. infill development, empowerment zones, HUBZones, etc.)

Strategies and Entities:	Key Strategy Components/Initiatives – Current Status:	Upcoming Action Steps:	Desired Outcome/Results:
<p><u>Identify social issues which may be addressed as business opportunities (e.g. infill development, empowerment zones, HUBZones, etc.)</u></p> <p>COSA-EDD (lead) COSA-NAD Bexar County</p>	<p>1) <u>Empowerment Zones (Infill Development)</u>: In January 2002, the City of San Antonio was designated a federal empowerment zone. The designated area includes the federal enterprise community (inner city) and three developable sites (KellyUSA/Van de Walle, Brooks City-Base and the Fredericksburg Road Corridor). Companies located (current and future) in the federal EZ receive wage credits, tax incentives and low interest bond financing provided they hire 35% zone residents and meet minimum capital investment requirements. The City's Economic Development Department has established an office to administer and market the federal EZ program.</p>	<p>- Develop and execute a marketing strategy for EZ businesses and business prospects seeking location in the EZ.</p> <p>- Conduct a community-wide training and orientation workshop for EZ businesses in the March 2003.</p> <p>- Establish performance measures and track program successes.</p>	<p>- Leverage the federal EZ designation and program benefits to create jobs and investment in the inner city, KellyUSA, Brooks City-Base and the Fredericksburg Road Corridor.</p>
<p><i>Links for Additional Information:</i></p> <p><u>City of San Antonio - EDD Incentive Programs - EDD Affordable Parade of Homes</u></p>	<p>2) <u>Tax Phase-In Program (Infill Development)</u> – The City's Tax Phase-In Program is an economic development incentive program that provides a tax abatement of up to 100% of real and/or personal property to be used for improvements for a maximum of 10 years. The program encourages development in targeted areas of the City and serves as an incentive to attract businesses in targeted industries. The County of Bexar offers a similar program.</p>	<p>- The City of San Antonio has approved a total of 69 TPI Agreements from 1990 to 2003, of which 50 are still active or pending and 19 expired or terminated. These companies have invested an estimated \$1.17 billion in real and personal property and created 13,920 direct jobs.</p>	<p>- Continue to offer tax abatement incentives in targeted areas and to targeted industries.</p>
	<p>3) <u>Affordable Showcase of Homes (Infill Development)</u> – This program was established in 1995 as a public/private partnership which seeks to revitalize the inner city by increasing the number of affordable housing units. The collaboration of public and private resources enables the partners to work with low and moderate-income families to offer a compelling package of financial and other incentives that make homeownership a reality.</p>	<p>- To date, the City has completed four Affordable Showcases resulting in the new construction of 180 homes. The most recent SOH generated sales of 45 units at an average price of \$67,461.</p>	<p>- Continue to offer program as an incentive to encourage homeownership.</p>
	<p>4) <u>HUBZones</u> – The City of San Antonio manages the Historically Underutilized Business Zone (HUBZone) program, a U.S. Small Business Administration (SBA) Empowerment Contracting program providing federal contracting opportunities for qualified small businesses located in distressed areas.</p>	<p>- 44 local businesses are presently certified as HUBZone contractors. Currently using the City's Public Information Office, EDD monthly bulletin, and advocate to publicize the program.</p>	<p>- Inform as many businesses as possible of the benefits available to businesses located in a HUBZone.</p>

- ✓ **Management Team In Place**
- ✓ **Action Plans Developed**
- ✓ **Initial Funding Obtained**
- ✓ **Implementation – Partial/Ongoing**

Updated 01/22/03

SAN ANTONIO, INC – STRATEGY UPDATE

Goal 3: Encourage economic equity and diversity.

Objective 3.2: Promote revitalization in targeted areas.

Strategy 3.2(9): Increase net disposable income of residents by reducing the degree of high-cost residential lending.

Strategies and Entities:	Key Strategy Components/Initiatives – Current Status:	Upcoming Action Steps:	Desired Outcome/Results:
<p><u>Increase net disposable income of residents by reducing the degree of high cost residential lending.</u> COSA-Community Initiatives (lead entity)</p> <p><i>Links for Additional Information:</i></p> <p>N/A</p>	1) <u>Financial Literacy Courses</u> - Offer financial literacy courses to include developing a budget, establishing checking and savings accounts, and cost cutting ideas	- On going effort. Classes are held approximately once a month for 15 people.	- Educate families and individuals to enable them to build assets.
	2) <u>Free Income Tax Services</u> - Increase the number of low-income working families who use free income tax preparation services to maximize their earned income and child tax credits.	- Planning currently underway. Volunteer Income Tax Assistance (VITA) program will be operational mid January to April 15 th (tax season).	- Increase the number of families who take advantage of the VITA program (More money will be returned to the families.)
	3) <u>Financial Counseling</u> - Offer financial counseling (group and individual sessions) to include information on sub-prime and predatory lending, payday lending pitfalls, first time homebuyers, and tenant's rights	- Ongoing effort.	- Educate families on asset protection measures. Decrease reliance on sub prime and pay day lenders who charge high interest rates.

- ✓ **Management Team In Place**
- ✓ **Action Plans Developed**
- ✓ **Initial Funding Obtained**
- ✓ **Implementation – Partial/Ongoing**

Updated 01/24/03

SAN ANTONIO, INC - STRATEGY UPDATE

Goal 4: Coordinate economic development efforts.

Objective 4.1: Coordinate and encourage key activities.

Strategy 4.1(1): Restructure the SAEDCC by establishing San Antonio, Inc. and formalizing the structure through City Council action.

Strategies and Entities:	Key Strategy Components/Initiatives – Current Status:	Upcoming Action Steps:	Desired Outcome/Results:
<u>Restructure the SAEDCC by establishing San Antonio, Inc. and formalizing the structure through City Council action.</u> COSA-EDD (lead entity) San Antonio, Inc. Partners <i>Links for Additional Information:</i> <u>San Antonio, Inc. Website</u>	1) <u>SA Inc. Leadership Structure</u> – Board of Governors, Executive Board, and Directors/Resource Tier established by City Council action May 24, 2001. The Executive Board was organized at a workshop held January 2002 and continues to meet on a bi-monthly basis.	- The Executive Board meets on a bi-monthly basis with members of the Directors/Resource Tier in attendance to coordinate strategies. The initial meeting of the Board of Governors will be scheduled in March 2003.	- The ongoing leadership structure for San Antonio, Inc. is in place.
	2) <u>Strategic Plan for Enhanced Economic Development</u> – A collaborative economic development strategic plan consisting of thirty-seven strategies was approved by City Council May 24, 2001 following an extensive public input process and numerous working sessions with key stakeholders. San Antonio, Inc. was established to coordinate efforts toward strategic plan implementation.	- Six additional strategies from the 2002 <i>Mayor's Blue Ribbon Commission</i> process have been incorporated into the plan. The Executive Board has approved a set of recommended refinements and additions to the plan that will be brought before City Council for final approval in the near future.	- Implementation of current strategic plan elements. - Development of new/revised economic development strategies as appropriate.
	3) <u>SA Inc. Staffing</u> – A full-time Economic Development Coordinator for San Antonio, Inc. was hired May 1, 2002. The City's Economic Development Department provides funding for the position.	- The San Antonio, Inc. Coordinator provides staffing for all three SA Inc. leadership tiers, coordination of strategy implementation, new strategy development, and the recently-introduced reporting system.	- San Antonio, Inc. staffing is in place.
	4) <u>Reporting/Accountability System</u> – A comprehensive tracking system to document progress made to implement the thirty-seven original strategies, plus any additional strategies proposed by the Executive Board, has been implemented and will be frequently updated.	- The Executive Board approved a format for the proposed tracking system on June 18, 2002. - An initial set of tracking sheets was presented to the Executive Board September 10, 2002. - SA Inc. staff and lead entities will revise all tracking sheets during January 2003.	- Provision of a comprehensive reporting/ accountability system to measure progress made toward implementation of economic development strategies.
	5) <u>Economic Roundtable</u> – San Antonio, Inc. will host an annual Economic Roundtable to: 1) report strategic plan progress to news media and key stakeholders, and 2) provide opportunities to revise and update the plan with input from key community and business leaders.	- The first SA Inc. Economic Roundtable will take place February 25, 2003 at the HBG Convention Center. A working group of SA Inc. Executive Board members has been appointed to coordinate the event.	- An annual forum to report progress, address economic development opportunities, and refine strategies as appropriate.

- ✓ Management Team In Place
- ✓ Action Plans Developed
- ✓ Initial Funding Obtained
- ✓ Implementation – Continuing

Updated 1/02/03

SAN ANTONIO, INC - STRATEGY UPDATE

Goal 4: Coordinate economic development efforts.

Objective 4.1: Coordinate and encourage key activities.

Strategy 4.1(2): Ensure reporting & accountability of the Strategic Plan and economic development partner commitments through San Antonio, Inc. reporting to a Governing Board led by the City of San Antonio.

Strategies and Entities:	Key Strategy Components/Initiatives – Current Status:	Upcoming Action Steps:	Desired Outcome/Results:
<p><u>Ensure reporting & accountability of the Strategic Plan and economic development partner commitments through San Antonio, Inc. reporting to a Governing Board led by the City of San Antonio.</u></p> <p>SA Inc. Executive Board (lead entity) SA Inc. Board of Governors</p> <p><i>Links for Additional Information:</i></p> <p><u>San Antonio, Inc. Website</u></p>	1) <u>SA Inc. Executive Board</u> – Comprised of 16 economic development stakeholders represented by the executive officers of these organizations. The City's Economic Development Director serves as Chairman of the Executive Board. The Executive Board coordinates implementation, develops and coordinates initiatives, and maintains performance measures.	- An annual meeting calendar has been established for the Executive Board with bi-monthly meetings.	- Coordination and implementation of the Strategic Plan for Enhanced Economic Development. Establish priorities and develop additional recommended strategies as appropriate.
	2) <u>SA Inc. Board of Governors</u> – Comprised of the chairs of sixteen institutional stakeholder organizations. The Mayor of San Antonio serves as Chair of the Board of Governors. The Board of Governors will focus on overarching policy direction, and will meet at least annually to review progress made on implementation of the Strategic Plan.	- The initial meeting of the Board of Governors will take place in March 2003, following the February 25 SA Inc. Economic Roundtable.	- Review progress made toward implementation of the Strategic Plan. Provide global policy direction on new or revised strategies.
	3) <u>SA Inc. Directors/Resource Tier</u> – Comprised of more than sixty representatives from chambers of commerce, small business development agencies, targeted industries, industrial parks, regional collaborators, community organizations, and local universities, colleges, and school districts. This “grassroots” tier provides citywide resources to coordinate and implement specific strategies, and to provide input on global strategy development to the Executive Board.	- Representatives from the Directors/Resource Tier are actively participating in various working groups carrying out or coordinating the individual strategies outlined in the Strategic Plan.	- Coordination and implementation of the Strategic Plan. Provide input and recommendations regarding current or proposed additional strategies.

- ✓ **Management Team In Place**
- ✓ **Action Plans Developed**
- ✓ **Initial Funding Obtained**
- ✓ **Implementation – Continuing**

Updated 1/02/03

SAN ANTONIO, INC - STRATEGY UPDATE

Goal 4: Coordinate economic development efforts.

Objective 4.2: Monitor & communicate.

Strategy 4.2(1): Measure, evaluate, and report economic development results.

Strategies and Entities:	Key Strategy Components/Initiatives – Current Status:	Upcoming Action Steps:	Desired Outcome/Results:
<u>Measure, evaluate, and report economic development results.</u> SA Inc. Executive Board (lead entity) SA Inc. Lead Entities <i>Links for Additional Information:</i> <u>San Antonio, Inc. Website</u>	1) <u>Reporting/Accountability System</u> – On June 18, 2002, the Executive Board approved a reporting/accountability system developed by SA Inc. staff to track the current status, upcoming action steps, and desired outcomes/results for all SA Inc. strategies. During July and August, SA Inc. staff worked with lead entity contacts for all 44 strategies to prepare the tracking sheets, which were presented to the Executive Board in draft form on September 10, 2002.	- The tracking sheets will be revised and updated during the month of January 2003. New or updated tracking sheets are being prepared for several new or revised strategies. Refinements in strategic plan components continue to be made by the lead entities where appropriate.	- Provide an ongoing status report for all SA Inc. strategies. The tracking system will be updated on a regular basis as progress is made and results obtained on key strategies.
	2) <u>Mayor's Blue Ribbon Commission on San Antonio's Economy</u> – On June 18, 2002, the Executive Board approved the addition of six new economic development strategies from the <i>Mayor's Blue Ribbon Commission</i> process. Another sixteen items in the <i>Blue Ribbon</i> report are identical or essentially the same as existing Strategic Plan strategies, and will be used by the SA Inc. partners to provide a higher level of implementation detail in strategy action steps.	- Lead entity contacts have been established and tracking sheets prepared for each of the additional strategies from the <i>Blue Ribbon Commission</i> process.	- Provide an ongoing status report for all SA Inc. strategies. The tracking system will be updated on a regular basis as progress is made and results obtained on key strategy elements.
	3) <u>Strategy Definitions, Assignments, and Outcomes</u> – On June 18, 2002, the Executive Board approved formation of a working group to refine strategy definitions, review assignments for lead and collaborative entities, and clarify desired outcomes for certain strategy elements. The working group presented a set of preliminary recommendations for refinement of the strategic plan to the Executive Board on September 10. The Executive Board approved the recommendations on November 12.	- The proposed refinements in strategy definitions, assignments, and outcomes will serve as a starting point for discussion at the February 25, 2003 Economic Roundtable. All recommended strategy refinements will be presented to City Council for final review and approval following the Roundtable and the March 2003 Board of Governors meeting.	- Update and refine the strategic plan as appropriate to reflect new strategies and changing economic conditions and opportunities.

- ✓ Management Team In Place
- ✓ Action Plans Developed
- ✓ Initial Funding Obtained
- ✓ Implementation – Continuing

Updated 1/02/03

SAN ANTONIO, INC - STRATEGY UPDATE

Goal 4: Coordinate economic development efforts.

Objective 4.2: Monitor & communicate.

Strategy 4.2(2): Conduct a coordinated annual Economic Development Roundtable to address initiatives in the region.

Strategies and Entities:	Key Strategy Components/Initiatives – Current Status:	Upcoming Action Steps:	Desired Outcome/Results:
<u>Conduct a coordinated annual Economic Development Roundtable to address initiatives in the region.</u> SA Inc. Executive Board (lead entity) SA Inc. Board of Governors SA Inc. Directors/R. Tier SA Inc. Lead Entities COSA-Mayor's Office COSA- EDD <i>Links for Additional Information:</i> <u>San Antonio, Inc. Website</u>	1) <u>Roundtable Schedule and Agenda</u> – The first annual SA Inc. Economic Roundtable will take place Tuesday, February 25, 2003 at the HBG Convention Center. The agenda will consist of a series of panel discussions featuring strategy updates from the lead entities. Following each panel presentation, attendees will have an opportunity to provide input and direction on new or revised economic development strategies.	- Following the February 25 Economic Roundtable, the Board of Governors will meet in March to review input from Roundtable participants, provide direction to the Executive Board and SA Inc. staff, and finalize recommendations to the City Council.	- Host annual Economic Development Roundtable to review progress made on current strategic plan objectives and address emerging regional issues, concerns, and opportunities.
	2) <u>Reporting/Accountability System</u> – As part of preparation for the Economic Roundtable, SA Inc. staff will work with the lead entities to prepare tracking sheet updates on all SA Inc. strategies. Representatives from the lead entities will be invited to provide a brief update on their assigned strategies as part of the Roundtable process.	- Update all tracking sheets during the month of January 2003.	- A comprehensive report for Roundtable participants and attendees on all strategy elements.

- ✓ **Management Team In Place**
- ✓ **Action Plans Developed**
- ✓ **Initial Funding Obtained**
- ✓ **Implementation – Scheduled for February 25, 2003**

Updated 1/02/03

SAN ANTONIO, INC - STRATEGY UPDATE

Goal 4: Coordinate economic development efforts.

Objective 4.2: Monitor & communicate.

Strategy 4.2(3): Make adjustments when measures indicate the need for improvements or new strategies.

Strategies and Entities:	Key Strategy Components/Initiatives – Current Status:	Upcoming Action Steps:	Desired Outcome/Results:
<p><u>Make adjustments when measures indicate the need for improvements or new strategies.</u></p> <p>SA Inc. Executive Board (lead entity) SA Inc. Board of Governors SA Inc. Directors/Resource Tier Mayor and City Council</p> <p><i>Links for Additional Information:</i></p> <p><u>San Antonio, Inc. Website</u></p>	<p>1) <u>Strategy Definitions, Assignments, and Outcomes</u> – On June 18, 2002, the Executive Board approved formation of a working group to refine strategy definitions, review assignments for lead and collaborative entities, and clarify desired outcomes for certain strategy elements. The working group presented a set of preliminary recommendations for refinement of the strategic plan to the Executive Board on September 10. The Executive Board approved the recommendations on November 12.</p> <p>2) <u>Annual Meeting & Economic Roundtable</u> – As outlined above in Strategy 4.2 (2), San Antonio, Inc. will conduct an annual economic development summit to review progress made on current strategic plan objectives and address emerging regional issues, concerns, and opportunities.</p>	<p>- The proposed refinements in strategy definitions, assignments, and outcomes will serve as a starting point for discussion at the February 25, 2003 Economic Roundtable. All recommended strategy refinements will be presented to City Council for final review and approval following the Roundtable and the March 2003 Board of Governors meeting.</p> <p>- Proposed revisions of current strategies or the addition of new strategies may be considered at the February 25 Economic Roundtable or at future meetings of the SA Inc. Executive Board and/or Board of Governors.</p>	<p>- Update and refine the strategic plan as appropriate to reflect new strategies and changing economic conditions and opportunities.</p> <p>- Maintain the <i>Strategic Plan for Enhanced Economic Development</i> as a living document with updated and/or new strategy elements as appropriate.</p>

- ✓ **Management Team In Place**
- ✓ **Action Plans Developed**
- ✓ **Initial Funding Obtained**
- ✓ **Implementation – Continuing**

Updated 1/02/03

S.A. Inc.

San Antonio, Inc. – A Community's Economic Collaborative

MEMORANDUM

DATE: February 6, 2003

TO: San Antonio, Inc. Partnership

FROM: Victor Boyer, San Antonio, Inc. Coordinator

RE: **Recommended Strategic Plan Revisions**

The following is a revised draft of the *Strategic Plan for Enhanced Economic Development* (May 24, 2001) with recommended strategy and assignment updates. The revisions include: 1) a series of working group recommendations approved by the SA Inc. Executive Board on November 13; 2) selected economic development items incorporated from the *Mayor's Blue Ribbon Commission Report* at the June 18 Executive Board meeting; and 3) various revisions that have been proposed by lead entities in recent weeks.

These recommendations will be forwarded to City Council for final approval following the February 25 Economic Roundtable and March, 2003 Board of Governors meeting, during which additional strategy refinements may be proposed.

City of San Antonio

III. Strategic Plan

A. Strategies

~~The community developed the~~ The Strategic Plan for Enhanced Economic Development was developed over a period of several years through numerous industry work sessions involving key stakeholders. These stakeholders identified the following primary goals, objectives, and strategies to shape a new economy for San Antonio. While there are many goals, objectives, and strategies laid out in a myriad of plans administered by a variety of economic development proponents, this strategic plan provides the primary strategies that will allow the community to focus its resources towards successful results. The Strategic Plan will be updated annually and serve as the cornerstone of our community's collaborative economic development efforts.

GOAL 1: Generate More and Better Jobs for All

Objective 1.1: Leverage San Antonio's Targeted Driver Industries

The community will focus on targeted driver industries, ~~in~~ for which the city already has or can create a ~~comparative~~ competitive advantage. These include biosciences, aerospace/aviation, telecommunications, information technology, logistics and transportation, and visitor-related businesses.

Strategies:

- ☐ Secure flagship status (i.e. Tier I Doctoral/Research Extensive Status) for the University of Texas at San Antonio. **Lead Entity for 1.1(1): UTSA**
- ☐ Secure a comprehensive Texas A&M University System campus in the Southern Sector of San Antonio. **Lead Entity for 1.1(2): Texas A&M University System**
- ☐ Leverage middle schools, high schools and higher education institutions to provide programs that develop a future workforce to grow and sustain targeted driver industries. **Lead Entity for 1.1(3): Alamo Community College District**
- ☐ Implement the November 2000 Aviation Industry Strategic Plan for the City's aviation facilities. **Lead Entities for 1.1(4): City of San Antonio, Economic Development and Aviation Depts.**
- ☐ Implement the San Antonio Technology Accelerator Initiative (SATAI) action plans. **Lead Entity for 1.1(5): SATAI Network**
- ☐ Establish a Biotechnology, Sciences, and Engineering Building (BSED)/Biotechnology Initiative Bio-Engineering Center at the University of Texas at San Antonio. Promote, attract, and retain talented researchers in the development of the biosciences industry. **Lead Entity for 1.1(6): UTSA** [Note: Additional text from the *Mayor's Blue Ribbon Commission Report*]
- ☐ Implement logistics/transportation ~~Logistics and Transportation~~ industry action plans. **Lead Entity for 1.1(7): Free Trade Alliance**
- ☐ Position San Antonio as a top 5 preferred leisure-visitor/corporate meetings and convention destination in the United States, Canada, and Mexico. **Lead Entity for 1.1(8): City of San Antonio, Convention and Visitors Bureau**
- ☐ Partner with local military installations to prepare for another potential round of base closure and realignment (BRAC) in 2005. **Lead Entity for 1.1(9): City of San Antonio, Economic Development Department** [Note: New strategy from *Mayor's Blue Ribbon Commission Report*]
- ☐ Market San Antonio's technology industry assets to the international community. **Lead Entity for 1.1(10): City of San Antonio, International Affairs Department** [Note: New strategy from the *Mayor's Blue Ribbon Commission Report*, edited to broaden strategy]
- ☐ Position San Antonio as a Center for Homeland Security Solutions. **Lead Entity for 1.1(11): City of San Antonio, Office of the Mayor**[Note: New strategy from *Mayor's Blue Ribbon Commission Report*, edited to broaden strategy]

Objective 1.2: Maximize San Antonio's South Texas Advantage

San Antonio should work to become the economic service center of the region and the location of choice for U.S. companies operating in Mexico and Mexican companies (~~especially those with maquila operations~~) doing business in the United States. The city should also capitalize on

economic opportunities through participation in the Greater Austin-San Antonio Corridor Council and the new ~~Laredo/San Antonio Coalition~~ Greater Laredo-San Antonio Corridor Coalition (GLSACC).

Strategies:

- ☐ Implement the Inland Port San Antonio ~~Inland Port~~ initiative and promote the city as a hub for Monterrey, Mexico based distribution, transportation, and value-added assembly activities. **Lead Entity for 1.2(1): Free Trade Alliance**
- ☐ Position San Antonio as a leading research and treatment center for diseases that have a high rate of incidence in South Texas, such as diabetes and heart conditions. **Lead Entity for 1.2(2): UT Health Sciences Center, San Antonio (UTHSCSA)**
- ☐ ~~Provide value added and logistics plus distribution for San Antonio and Austin's technology industry.~~ [Note: Merge with strategy 1.1(7) on logistics/transportation industry action plans.]
- ☐ Capitalize on implementation of the cross-border trucking initiative with Mexico. **Lead Entity for 1.2(4): Free Trade Alliance**

Objective 1.3: Enhance Targeted Business Recruitment, Expansion, and Retention Efforts

The community will develop public-private partnerships to enhance recruitment of targeted businesses and encourage retention and expansion of existing employers.

Strategies:

- ☐ Market San Antonio to businesses and industry in order to recruit job-producing investments that grow and diversify the City's economy at all levels. Enhance state and local incentive programs for new and existing businesses. **Lead Entity for 1.3(1): San Antonio EDF**
- ☐ Establish and implement a proactive process to build relationships with San Antonio's corporate community to enhance their potential for local growth and retention. **Lead Entity for 1.3(2): City Public Service**

GOAL 2: Promote a Robust Job Creation Environment

Objective 2.1: Facilitate the Business Development Process

The community will promote an entrepreneurial environment that encourages business retention and expansion while improving the existing business development process.

Strategies:

- ☐ Streamline business development processes as part of the ~~One-Stop Business Development Center~~ Development and Business Services Center. **Lead Entity for 2.1(1): City of San Antonio, Development Services Department**
- ☐ Eliminate barriers to business by implementing the new Unified Development Code (UDC) and establishing the Development Services Department within the City of San Antonio. **Lead Entity for 2.1(2): City of San Antonio, Development Services Department**

Objective 2.2: Leverage Resources for a More Vibrant Economy

The community will ensure: 1) the availability of a skilled workforce for targeted driver industries; 2) access to a range of capital for business formation and expansion; and 3) essential infrastructure.

Strategies:

- ☐ Continue to support programs that connect the education system with employer needs, especially those within targeted industries, with an emphasis on mathematics, science, and technology literacy. Continue to seek funding and implementation of the Better Jobs Initiative to meet and sustain targeted driver industry workforce requirements improving our educational infrastructure. Lead Entity for 2.2(1): City of San Antonio, Mayor's Office
- ☐ Align workforce development programs with forecasted labor market needs of the targeted driver industries for the new economy. Lead Entity for 2.2(2): Alamo Workforce Development
- ☐ Form a stronger partnership with industries, job training programs, Alamo Workforce Development, and City and County jobs programs to coordinate economic and workforce development policies. ~~Form a stronger partnership between targeted industries, Better Jobs, Alamo Workforce Development, Project Quest, and other community workforce training programs.~~ Lead Entity for 2.2(3): City of San Antonio, Mayor's Office and City Manager's Office
- ☐ ~~Implement the San Antonio Technology Accelerator Initiative Entrepreneurial Alliance.~~ [Note: Merge strategy with 1.1(5) as recommended by working group.]
- ☐ Identify, support, and champion public/private investments in infrastructure (i.e., water, energy, transportation, and communications, and commuter rail) necessary to support the growth of targeted driver industries. Lead entities for 2.2(5): Greater Chamber and SAMCO, Inc.

GOAL 3: Encourage Economic Equity and Diversity

Objective 3.1: Ensure Small Business Opportunities in the New Economy

The community will continue to focus on responsible economic development policies that include small, minority, and women-owned business enterprises (SMWBE's). Efforts must ensure that all sectors of the community have the tools, opportunities and accessibility to fully participate in the benefits of the new economy.

Strategies:

- ☐ Identify and eliminate barriers to ensure fair competition in government contracts. Lead Entities for 3.1(1): Alamo City Chamber and San Antonio Hispanic Chamber.
- ☐ Educate the small business community on ways to participate in the new economy (i.e. new technology and the targeted driver industries). Lead Entity for 3.1(2): UTSA-SBDC

- ☐ Include small business in the development and ~~implementation~~ expansion of targeted driver industries. Promote public/private sector contracting opportunities. Lead Entity for 3.1(3): North San Antonio Chamber. [Note: Additional text from the Mayor's *Blue Ribbon Commission Report*]
- ☐ Educate and encourage targeted driver industries on the benefits of small business utilization. Lead Entity for 3.1(4): San Antonio Hispanic Chamber
- ☐ Assess the City's Small, Minority, & Women-Owned Business Advocacy Program. ~~Conduct a new disparity study to evaluate the effectiveness of the City's minority business enterprise policy program performance. The last Availability and Disparity Study (Utilization of Minority and Woman Owned Business Enterprises in Bexar County Report) was conducted in 1992.~~ Lead Entity for 3.1(5): City of San Antonio, Economic Development Department
- ☐ Enhance access to capital and credit for small business. Lead Entity for 3.1(6): City of San Antonio, Economic Development Department [Note: New strategy from the Mayor's *Blue Ribbon Commission Report*]
- ☐ Create an entrepreneurial curriculum in the area high schools to focus on teaching the City's youth the basics of business management and finance. Lead Entity for 3.1(7): To be determined [Note: New strategy from the Mayor's *Blue Ribbon Commission Report*]

Objective 3.2: Promote Revitalization in Targeted Areas

The community will leverage economic generators and assets to promote economic development in areas that are primed for growth and development.

Strategies:

- ☐ Implement the KellyUSA Initial Base Adjustment Strategic Committee (IBASC) Strategic Plan. Lead Entity for 3.2(1): Greater Kelly Development Authority
- ☐ Leverage physical and intellectual assets of our research and educational institutions to promote growth and development. Lead Entity for 3.2(2): SATAI Network
- ☐ Continue the San Antonio River Channel Improvements Project to create a ~~linear~~ continuous park from Brackenridge Park to Mission Espada. Lead Entity for 3.2(3): San Antonio River Authority
- ☐ Continue implementation of the Downtown Strategic Plan. Lead Entity for 3.2(4): City of San Antonio, Economic Development Department
- ☐ Continue implementation of the Neighborhood Commercial Revitalization (NCR) programs. Lead Entity for 3.2(5): City of San Antonio, Neighborhood Action Department
- ☐ Leverage community resources to create economic development in the City's Federal ~~Enterprise Community~~ Empowerment Zones (EZ), State Enterprise Zones (EZ), and Defense Zones (DZ). Lead Entity for 3.2(6): City of San Antonio, Economic Development Department

- ☐ Finalize and implement ~~the Brooks Technology and Business Park project~~ strategy for Brooks City-Base, a technology and business center. **Lead Entity for 3.2(7): Brooks Development Authority**
- ☐ Identify social issues ~~which~~ that may be addressed as business opportunities (e.g. infill housing, Empowerment Zones, HUBZones, etc.). **Lead Entity for 3.2(8): City of San Antonio, Economic Development Department**
- ☐ Increase net disposable income of residents by reducing the degree of high-cost residential lending. **Lead Entity for 3.2(9): City of San Antonio, Community Initiatives Department [Note: New strategy from Mayor's Blue Ribbon Commission Report]**

GOAL 4: Coordinate Economic Development Efforts

Objective 4.1: Coordinate and Encourage Key Activities

The community will promote an effective organizational system for economic development that ensures communication, coordination, implementation, and accountability for the strategic plan.

Strategies:

- ☐ Restructure the San Antonio Economic Development Coordinating Council by establishing San Antonio, Inc., and formalizing the structure through City Council action. **Lead Entity: City of San Antonio, Economic Development Department**
- ☐ Ensure reporting and accountability of the Strategic Plan and economic partner commitments through San Antonio, Inc. reporting to a Governing Board led by the City of San Antonio. **Lead Entity: San Antonio, Inc. - Executive Board**

Objective 4.2: Monitor and Communicate

The community will ensure economic development results by establishing performance measures and communicating results to all stakeholders.

Strategies:

- ☐ Measure, evaluate, and report economic development results. **Lead Entity: San Antonio, Inc. - Executive Board**
- ☐ Conduct a coordinated annual Economic Development ~~Summit~~ Roundtable to address initiatives in the region. **Lead Entity: San Antonio, Inc. - Executive Board**
- ☐ Make adjustments when measures indicate the need for improvements or new strategies. **Lead Entity: San Antonio, Inc. - Executive Board**